Voluntary Sector Strategy Action Plan

Outcome 1	**Communities will be resilient and self-supporting, reducing demand on public services and improving the quality of life of local people**	
Outcome 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**	
Outcome 3	**There will be infrastructure support for the sector that is fit for purpose**	
Outcome 4	**The Council's financial support to the sector will be targeted, transparent and deliver quality, tangible outcomes**	

*In terms of delivery against target/timescales

Ref	Action Area	Action(s)	Key Milestones / Performance Targets / Critical Success Factors	Timescales	Lead Officer(s)	RAG Rating *	Comments / Progress Update
1	Joint working arrangements between the Council and the sector **Outcome 2**	Support the review of the Compact & 4 Codes of Good Practice	• Compact for Havering & 4 Codes of Good Practice reviewed and revised • Consultation carried out with voluntary sector forums and provider forums • New Compact finalised in light of consultation feedback and re-launched • Compact embedded in working practices. • Quarterly Compact workshops to be held for staff, Members and Public Sector organisations	Revised Compact to be finalised October 2015 Ongoing Ongoing	Anita McDade (Community Engagement Team Leader) HAVCO		First Compact Stakeholder meeting held on 21 April 2015
2	Improving communications and access to information **Outcomes 1, 2 & 4**	Implement the Community Engagement Team as the main point of contact for the voluntary sector and as the VCS lead within the Council. Refocus the work of the Community Engagement Team on community development and delivery of the Voluntary Sector Strategy and action plan.	• A vcs@havering.gov.uk email address established and accessible to all team members • Community Engagement Team role descriptions refreshed and renewed as part of the restructure of the Policy and Performance service • Havering Compact Dispute Resolution process implemented when necessary • Improved access to information by the voluntary and community sector	May 2015 October 2015 As necessary Ongoing	Pippa Brent-Isherwood (Head of Policy and Performance) Anita McDade (Community Engagement Team Leader)		
		Identify and publicise designated points of contact for the sector within each service Develop and agree a role description for VCS "champions" within service areas	• VCS organisations have a single point of contact within each service area • Clear role description in place for voluntary sector "champions" within each service	June 2015	Anita McDade (Community Engagement Team Leader)		
		Establish 3 Community Hubs across the borough along with outreach points	• 3 Community Hubs in place • "Hub and spoke" model of information and advice implemented across the borough	September 2015	John Green (Strategic Commissioning Manager)		

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		Develop an area on the Council's website specifically targeted at the VCS • Identify ICT lead • Incorporate links to the Community Engagement Team webpages, HAVCO Directory of Voluntary Organisations, current consultation opportunities , a Community Resource Directory & training opportunities • Provide links to other relevant online LBH information portals (e.g. the Local Offer and Care Act Portal) • Consult with VCS to ensure it meets their requirements and amend as required	• A new single, online point of reference available to the VCS	September 2015	Anita McDade (Community Engagement Team Leader) ICT lead (TBC) HAVCO		
3	Increasing volunteering **Outcomes 1 & 3**	Establish and publicise a volunteers@havering.gov.uk email address as a first point of contact relating to volunteering opportunities within the Council Compile a list of volunteering opportunities across Council departments, with role profiles Encourage the public to play their part in keeping Havering clean and encourage community responsibility by organising and assisting with community clean up campaigns Actively promote volunteering opportunities within Council services and recruit volunteers to positions • Provide editorial coverage on a quarterly basis in *Living* Magazine, *At the Heart* and *Sheltered Times*, publicising volunteering opportunities within the borough • Use Council events to promote volunteering opportunities within the Council and to recruit new volunteers Encourage staff to volunteer in their local community in their own time, e.g. governor positions at local schools • Run a volunteering publicity and promotions campaign in LBH Publications, E Bulletins, Inside Havering & Global Emails to raise awareness of volunteering as a leisure time activity	• Comprehensive list of all volunteering opportunities within the Council is available and actively promoted • Increased number and diversity of volunteers recruited into volunteering opportunities within the Council • Number of volunteers active as Friends of Parks increased by 15% by end March 2016 • 90 volunteers engaged in community clean ups during 2015/16 • 180 volunteers engaged in community clean ups during 2016/17 • increased number of staff registering to support their community through volunteering	May 2015 June 2015 Ongoing Ongoing Ongoing	Anita McDade (Community Engagement Team Leader) Simon Parkinson (Head of Cultural & Leisure Services) Keith Brown(External Relations Officer)		Volunteers@havering.gov.uk email address has been established and is linked to the Community Engagement Team

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		Develop a volunteering strategy for the borough in partnership with the HAVCO Volunteer Centre • Produce an initial draft • Carry out initial consultation with stakeholders from the Havering Volunteer Managers' Forum • Carry out full, 12 week consultation	• New Strategy finalised	First draft by end June 2015 Final Strategy agreed by end November 2015	Kim Smith (Senior Community Engagement Officer) HAVCO Volunteer Centre Manager		
		Recruit more volunteers to support the running of the Council's libraries service as part of the Council's budget strategy • Develop a list of voluntary and community groups in each library's reach areas • Offer a presentation to each local voluntary and community group about the volunteering opportunities available within Council libraries • Develop a specific volunteering strategy to support the Council's libraries service	• 290 volunteers assisting in running Council library services by end March 2016	June 2015 July / August 2015 September 2015	Anita McDade (Community Engagement Team Leader) Kayleigh Pardoe (Policy, Marketing & Administration Manager)		
		Continue to fund the HAVCO Volunteer Centre to promote and support volunteering in Havering	• 600 new Volunteer Centre registrations • 1,500 registered volunteers signposted to registered opportunities • 500 1:1 brokerage meetings carried out • 500 volunteer follow up reviews carried out	March 2016	Anita McDade (Community Engagement Team Leader) HAVCO Volunteer Centre Manager		
		Provide a befriending service for tenants	• Befrienders provided for 100 tenants	March 2016	Tapestry (commissioned by Housing Services)		
4	Commissioning Processes **Outcomes 1, 2 & 4**	Carry out market shaping workshops with VCS	• VCS groups are aware of gaps in the current market and are better able to respond to fill these gaps	Ongoing from February 2015	John Green (Strategic Commissioning Manager)		
		New Corporate Plan to be agreed setting out the Council's mission statement **Clean	Safe	Proud** and the activities that the Council will undertake to 'support our community', 'use our influence and 'lead by example'.	• New Corporate Plan published	March 2015	Alaine Clarke (Corporate Policy & Diversity Team Leader)		Action complete
		Develop a new e-sourcing portal and use this to make information about opportunities available to the VCS	• New e-sourcing portal in place	April 2015	Chris Penny (Interim Systems Support Officer)		Action complete
		Finalise and publish Service Pans for 2015/16, in	• All service plans signed off and key	May 2015	Alaine Clarke		Service plans signed off by CMT on 19 May 2015

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		order that future priorities and opportunities are clear to the sector	content published on the Council's website		(Corporate Policy & Diversity Team Leader)		
		Consult commissioners on data / information needs to support future commissioning activity as part of the annual service planning process. Develop and implement a work programme to respond to these needs.	• Robust, accurate, "just in time" data available to support commissioning processes	May 2015	Alaine Clarke (Corporate Policy & Diversity Team Leader)		Activity being overseen by the Corporate Brain Steering Group
		Develop a Business Intelligence Strategy to underpin evidence-based commissioning and decision-making.	• Data / information used more effectively to support decision-making and commissioning • New Business Intelligence Strategy signed off through the CMT Gateway process	May 2015	Brian Partridge (Interim Corporate Policy & Community Manager)		Final draft currently out to consultation with members of the Corporate Brain Steering Group.
		Agree a set of common commissioning principles across the Council Develop a strategic procurement / commissioning framework to respond to issues raised in the voluntary sector consultation and to focus on early help / prevention and demand management.	• Consistent approach to commissioning across the Council, allowing opportunities for innovation and co-production with the sector and other partners • New framework signed off by Cabinet	Common principles agreed by officers May 2015 Framework agreed by Cabinet December 2015	Hassan Iqbal (Strategic Procurement Business Partner) John Green (Strategic Commissioning Manager)		Activity being overseen by the Corporate Brain Steering Group
5	Market Positioning **Outcomes 2 & 4**	Review and update the Market Position Statement for Adult Social Care	• Receive first draft Sitra report on Adult Social Care market • Consult with the sector • Final draft report for consultation • Thereafter, report to be updated on a quarterly basis	April 2015 May 2015 June 2015 Ongoing	John Green (Strategic Commissioning Manager)		
		Use LEP funding to establish a cross service review looking at building capacity with providers (including the VCS) to take advantage of the changes occurring in social care and the availability of personalised budgets	• VCS & Business Network established	March 2017	Rebecca Davey (RD) Business Development Manager (BDM)		
6	Re-commission voluntary sector infrastructure support **Outcome 3**	Agree and implement a transition plan for the current service	• Revised funding agreement agreed and implemented	November 2015	Pippa Brent Isherwood (Head of Policy & Performance) Trevor Fisher (Chair of Trustees, HAVCO)		

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		Re-commission voluntary sector infrastructure support for the borough, to take account of the recommendations in *Change for Good* and to focus upon: ○ Information sharing ○ Policy engagement and managing change ○ Volunteering ○ Capacity building to increase sustainability / resilience / capacity for innovation and co-production ○ Governance and compliance ○ Fundraising and income generation including social investment, crowdfunding and pro bono support ○ Development of suitable and comprehensive training programme for VCS organisations ○ Financial and organisational management and development	• New service in place, responding to identified needs	December 2015	Pippa Brent Isherwood (Head of Policy & Performance)		
7	Voluntary sector funding **Outcomes 1, 2 & 4**	Promote and encourage the use of Crowdfunding sites • Hold a workshop for staff and partners to raise awareness and skills in use of Crowdfunding • Provide ongoing support to local VCS organisations in utilising Crowdfunding sites • Publicise local Crowdfunding campaigns on the Council's website and in Council publications	• Workshop held for staff and partners • Increased awareness and use of opportunities to attract funding through Crowdfunding sites • Level of funding attracted by both the Council and voluntary sector organisations through Crowdfunding	Workshop scheduled for 8 June 2015 Ongoing Ongoing	Anita McDade (Community Engagement Team Leader)		
		• Give notice to current corporate core funded organisations • Complete Adult Social Care review of commissioned services • Appoint Project Manager to lead the corporate VCS grants and commissioning review • Task and Finish Groups established to lead each work stream of the review • Task and Finish Groups report to Steering Group; recommendations formulated • Recommendations signed off by Cabinet • Develop new specifications for relevant services • Commission new services	• £45k target savings achieved in 2015/2016 • Further £1.1m target savings achieved in 2016/2017	Recommendations made to Members September 2015 Recommendations implemented by 31 March 2016	Pippa Brent Isherwood (Head of Policy & Performance) Barbara Nicholls (Head of Adult Social Care and Commissioning)		Action complete Process underway

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		Subject to the outcome of the VCS grants and commissioning review, establish a small grants programme for the voluntary and community sector which provides value for money and delivers positive outcomes as set out in the Voluntary Sector Strategy.	• Level of funding available established • Criteria agreed • Scheme publicised • Programme delivered	March 2016	Anita McDade (Community Engagement Team Leader)		
		Develop the current business giving initiative and explore the potential to establish a new Local Fund as an alternative, sustainable long term income source to support local activities with support from other partners.	• Business partners identified • Steering group established • Level and sources of funding streams identified • Local Fund established and publicised	March 2016	Anita McDade (Community Engagement Team Leader)		
		Promote other ways that the Council can use its existing resources to increase donations from local people / local businesses to local charities and VCS organisations including: • Promoting local VCS organisations in Council publications • Council fund raising events (e.g. Christmas campaign) • Employees donating to local charities through the LBH employee giving scheme • Council tax / business rate payers giving to charity by ticking a box on their bills	• Numbers of staff donating to charity through the employee giving scheme • Number of council tax / business rate payers giving to charity through their bill payments	Ongoing	Anita McDade (Community Engagement Team Leader) Mark Leech (Head of Communications)		
8	Developing new models of service delivery **Outcome 2**	Establish an employee led mutual or partnership with the VCS to deliver youth services within Havering	• User Consultation • Report to Cabinet • Staff restructure • New service goes live	July 2015 August 2015 December 2015 April 2016	Simon Parkinson (Head of Cultural and Leisure Services)		
		Introduce corporate mandatory training for all departments working with the VCS to support new ways of working such as co-design & co-production	• Increased knowledge and awareness of new ways of working, e.g. co-design & co-production • Number of staff attending training	September 2015	Anita McDade (Community Engagement Team Leader)		
		Organise and facilitate Innovation Forums with providers (including within the VCS)	• 2 Innovation Forums to be held	March 2016	John Green (Strategic Commissioning Manager)		
		Use LEP funding to provide business incubator space to support **Start Up** Social Enterprises	• Number of Start Up Social Enterprises supported	March 2017	Rebecca Davey (Business Development Manager)		

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9	Access to learning and development opportunities **Outcome 2**	Council training and development opportunities to be offered to the sector	• Increased access to learning and development opportunities by the voluntary and community sector	Ongoing	Anita McDade (Community Engagement Team Leader)		
		Supporting the sector to develop business continuity plans / business plans / funding strategies etc.	• Increased resilience and sustainability within the VCS groups • Minimum of 2 VCS Business Continuity Workshops to be held per annum	Ongoing	Anita McDade (Community Engagement Team Leader) Alan Clarke (Emergency Planning & Business Continuity Manager)		First VCS business continuity workshop scheduled for 2 July 2015
10	Access to support services	Consultation to be undertaken with the sector about their desire to purchase services through One Source or other traded Council services Dependent on the outcome of the consultation, develop a package of support services that VCS organisations are able to procure through One Source / LBH Relevant business support activities offered to the voluntary sector	Package of support services available to the VCS to procure (if desired)	May 2015 March 2016 Ongoing	Anita McDade (Community Engagement Team Leader) Rebecca Davey (Business Development Manager)		
11	Localism Act **Outcome 1**	Policies and procedures to be put in place to support the community rights provisions under the Localism Act	• Procedure for VCS organisations produced • Governance arrangements agreed via Cabinet • Details published on the website	June 2015	Brian Partridge (Interim Corporate Policy & Community Manager)		
12	Demand Management **Outcome 1, 2, 3, 4**	Ensure that the Voluntary Sector Strategy implementation work aligns fully with the Demand Management Strategy and its implementation	• Effective, joined approach to demand management implemented • Capacity built within the voluntary and community sector to support the Council's demand management work	Ongoing	Brian Partridge (Interim Corporate Policy & Community Manager) Danny Graham (Interim Programme Manager – Children, Adults and Housing) Mark Leech (Head of Communications)		