



# Voluntary Sector Strategy

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2015 - 2018



**Havering**  
LONDON BOROUGH

Annual Refresh July 2016



## Document Control

### Document details

<b>Name</b>	Voluntary Sector Strategy
<b>Version number</b>	V.05
<b>Status</b>	draft
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<b>Approved by</b>	Cabinet
<b>Review date</b>	July 2017

<b>Supersedes</b>	V04
<b>Target audience</b>	Voluntary and Community Sector stakeholders, Council officers and Members
<b>Related to</b>	Council's Corporate Plan Havering Compact Demand Management Strategy Library Strategy Draft Volunteering Strategy

### Version history

Version	Status	Date	Dissemination/Change
<b>V3</b>	Draft	1/06/2016	Amendments from previous financial year.



<b>V4</b>	Draft	14/06/2016	VS Group Amendments
<b>V5</b>	Draft	30/06/2016	Head of Service Amendments
<b>V6</b>	Final Draft	19/07/2016	Final Head of Service Amendments

#### Approval history

Version	Status	Date	Approved by
			<i>Add name of approving body e.g. Cabinet</i>

#### Equality Impact Assessment record

Date	Completed by	Review date
30 <sup>th</sup> July 2015	Savinder Bhamra Interim Corporate Policy & Diversity Officer	June 2016
1 <sup>st</sup> July 2016	Savinder Bhamra Corporate Policy & Diversity Officer	July 2017



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# Foreword

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*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 and increased demand on public services.*

This Voluntary Sector Strategy was developed in 2015 following an extensive consultation process with a wide range of stakeholders.

We recognise that the Council and the Voluntary Sector together continue to face many challenges and opportunities ahead, and that we can best face these by working collaboratively in a strong partnership. As ever, the national landscape is subject to change, although austerity is likely to continue, there needs to be an increased appetite for a one Council approach.

Across the Borough, we recognise that significant change is happening in terms of our demographic profile, demand for services and the rising number of people living and moving to Havering. We know that around 10,000 new homes will be built and Cross Rail is arriving. The impact on our communities will be significant and therefore the work across communities and sectors 'shaping our Place' is very important.

The voluntary sector is critical to this work – both in terms of innovation around local service delivery and also better understanding our communities.

During the first year of the strategy we have shown our commitment to work with the sector to re-launch the Compact, and its associated codes, and recognise that this will be a great opportunity for the sector to be more engaged with us moving forward.

We have also launched a Havering Volunteer Centre which will support the development of volunteer opportunities within the Borough to meet the growing demand from local communities and organisations.

As the lead Member on the Cabinet for the voluntary sector, I'm particularly keen for the Council to continue to work in partnership with the sector, both on a national and local level, 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 and make a difference in our community through volunteering.

**Councillor Melvin Wallace - *Cabinet Member for Culture and Community Engagement***



# Executive Summary

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

We want to continue to work more effectively with the sector to deliver the best outcomes for residents including value for money at a time of limited resources. In order to achieve this vision 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 assist local people to take the lead on improving their local areas through voluntary action.

To improve local voluntary sector capacity to deliver innovative and quality local services, which best meet people's needs.

**Local authorities are strategic leaders in place-shaping, responding to residents' ambitions and aspirations and working with partners to deliver relevant services.**

It links deliverables to the corporate plan, the health and wellbeing strategy, the demand management strategy and our integrated health and social care vision. It also sets out 4 additional objectives to be achieved which are:

- Communities will be resilient and self-supporting, reducing demand on public services and improving the quality of life of local people
- 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
- There will be infrastructure support for the sector that is fit for purpose, which will be provided by the internal Community Development Team,
- 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 deliver these outcomes.



# Purpose and Scope

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## Purpose

The purpose of the strategy is to set out how the Council will help to ensure that the voluntary sector has the capacity 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 that benefit our communities.

A more holistic relationship needs to exist between all partners and the community, based on clear priorities and outcomes that improve people's lives. 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 and early intervention.

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

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 relationships or contractual relationships the Council has in place with the private sector.





# Vision, Objectives & Aims

## Vision

The Council's vision is to ensure that communities are resilient and supported by an effective, sustainable and innovative voluntary and community sector (VCS). We want the VCS to thrive and its contributions as a strategic partner to be recognised and valued for the benefits they bring both socially and economically to the borough.

## Strategic Aims

We want to work more effectively with the sector to deliver the best outcomes including best value for money at a time of limited resources. 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)

Below we set out how we hope to achieve the objectives above. The outcomes demonstrated below will be achieved through the updated action plan that is attached to this document.

## Objectives

Objectives	Anticipated Outcomes
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 to deliver earlier intervention and support. This will reduce demand on more specialised services and enable individuals and families to be more resilient and independent.
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	<p>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 creating the context for a thriving sector.</p> <p>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.</p> <p>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</p>



	<p>volunteers play a more significant role. For example, the Library Strategy 2015-17 proposes a 'partnership' Library Service based on a '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.</p>
<p>There will be infrastructure support for the sector that is fit for purpose. which will be provided by the internal Community Development Team.</p>	<p>Infrastructure refers to the support available to the voluntary and community sector to help it achieve its aims. This infrastructure going forward will be delivered by the internal Community Development Team. The internal team will provide advice on a range of issues for organisations including training, interpreting the impact of policy changes, advising on funding opportunities, and provide guidance towards building an organisation's capacity. The Community Development Team will also assist the VCS to thrive in a new era of outcomes based commissioning, which will require significant adaptation by some groups and organisations. Support will be there to assist the VCS to exploit new technologies and reach new clients and volunteers, find innovative new ways of fundraising and to continue to build support within local communities. 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.</p>
<p>The Council's financial support to the sector will be targeted, transparent and deliver quality, tangible outcomes</p>	<p>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 developing a simpler, 'one council' approach to investing in the VCS and wanting to help and 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. 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 instilling a greater sense of community ownership of local issues.</p>



## Links to the Corporate Plan and other strategies

The Voluntary Sector Strategy works within the Council's Corporate Plan 2016-17 which aims to make Havering a 'Safer, Cleaner and Prouder' place to live and work. Under the three strands of the Corporate Plan, the voluntary sector strategy sits within the 'Proud' strand. This strategy and the VCS will help to "*Promote Havering as a destination of choice for residents, businesses and visitors*". It will achieve this by encouraging residents to play an active part in their communities through volunteering.

It is recognised that some voluntary sector organisations play a vital role in the local health and social care economy, working closely with hospitals, GPs and with some of the most vulnerable people within the borough offering services that seek to identify and address health and social, care needs at an early stage and within the community. Therefore 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 and control over their care 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 use of voluntary organisations will also be vital to managing the demand going on a range of statutory services forward. The councils Demand Management Strategy reflects the desire to co-produce with the VCS to develop a coherent and shared vision for services going forward.

There is a need to shift expenditure from more expensive long term services towards early help, intervention and preventative services. This besides being cost effective will also achieve better outcomes for residents and communities. The emphasis in the Demand Management Strategy is a move away from a more traditional service model to a radically different, outcomes focussed and innovative target operating model which will undergo a cultural shift in our thinking. This gives the opportunity for us to work with local communities from an asset basis as opposed to a deficit model building on the many and varied skills that exist with local communities and residents.

These increasing demands, described above, in conjunction with increasing economic pressures on all sectors, highlight the need to look towards strengthening community resources and developing local communities developing local communities to provide an element of the support they themselves need.



# Approach & Consultation

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## Consultation

Consultation on the strategy took place between October 2014 and January 2015. It comprised of workshops, focus groups and 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 was quite diverse in nature, reflecting the different levels of experience, needs and views in the sector which are reflected in the action plan. There are however, a number of ideas for action that are supported by a wide range of groups. Equally, organisations see potential for real improvements in relationships between the Council and the sector 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.

## Timescales

The Havering Voluntary Sector Strategy 2015 – 2018 is set to be delivered over a 3 year period. The action plan and strategy will be reviewed and refreshed where necessary every year, in order to keep up with the changing needs and nature of the VCS in the borough.

## Monitoring

The progress of this strategy will be monitored through the action plan. This will be done through the Voluntary Sector Steering Group. This group meets monthly and consists of representatives from relevant LBH departments. The Voluntary Sector Steering Group will also present six monthly progress reports to the Council's Overview and Scrutiny Board.

## Equality Impact Assessment

During the development of this strategy the adverse and positive impacts on equalities have been widely considered. These perspectives have been incorporated into the action plan and associated EIA. The action plan is a live document, meaning there will be ample opportunity to review progress from an equalities perspective.

## Voluntary Sector Strategy Action Plan – 2016-17

<b>Objective 1</b>	<b>Communities will be resilient and self-supporting, reducing demand on public services and improving the quality of life of local people</b>
<b>Objective 2</b>	<b>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</b>
<b>Objective 3</b>	<b>There will be infrastructure support for the sector that is fit for purpose which will be provided by the internal Community Development Team</b>
<b>Objective 4</b>	<b>The Council's financial support to the sector will be targeted, transparent and deliver quality, tangible outcomes</b>

Ref	Action Area	Action(s)	Key Milestones / Performance Targets / Critical Success Factors	Timescales	Lead Officer(s)	Objective
1	Strengthening joint working arrangements between the Council and the sector	Support the review of the Compact & 4 Codes of Good Practice	<ul style="list-style-type: none"> <li>Continue to support the development of the Compact for Havering &amp; 4 Codes of Good Practice reviewed and revised</li> <li>Support Tapestry and the wider Compact group to develop and implement a Special Purpose Vehicle to submit collaborative bids for funding and contracts</li> <li>Consultation carried out with voluntary sector forums and provider forums regarding the Compact and Special Purpose Vehicles.</li> <li>Compact embedded in working practices</li> <li>Support the sector to embrace outcomes based commissioning, through training and development</li> </ul>	March 2017	Kim Vasa (Community Development Officer)	1

Ref	Action Area	Action(s)	Key Milestones / Performance Targets / Critical Success Factors	Timescales	Lead Officer(s)	Objective
			<p>programmes</p> <ul style="list-style-type: none"> <li>• Help the VCS to exploit new technologies and reach new client groups by building their awareness of such technologies</li> <li>• Bi-annually Compact workshops to be held for staff, Members and Public Sector organisations in order to raise awareness and increase compliance.</li> <li>• Develop and embed a new model of community development that builds community capacity and resilience and actively assists in managing demands on Council services</li> </ul>	September 2016	<p>Kim Vasa (Community Development Officer)</p> <p>Diane Egan (Community Safety and Development Manager)</p>	
2	Improving communications and access to information	<p>Implement the Community Safety &amp; Development Team as the main point of contact for the voluntary sector and as the VCS lead within the Council.</p> <p>Improved access to information by the voluntary and community sector via the Intranet/ internet,</p>	<ul style="list-style-type: none"> <li>• Regular information regarding the latest funding, training information inputted to web section on all areas of the external internet site.</li> <li>• ASC to establish web based Care Network to include VCS sector</li> <li>• Information to be provided in alternative formats if required/requested</li> <li>• Implementation of actions from the Voluntary Sector Health Check.</li> </ul>	<p>On-going</p> <p>June 2016 and on-going</p> <p>September 2016 and on-going</p>	<p>Jerry Haley (Senior Community Safety &amp; Development Officer)</p> <p>Jess Finnin (Community Development Officer)</p>	1,2,3,4

Ref	Action Area	Action(s)	Key Milestones / Performance Targets / Critical Success Factors	Timescales	Lead Officer(s)	Objective
		regular email communications and following up on information received in the Health Check.				
		Review and improve communication and links between Council departments to understand shared priorities and approaches and ensure a joined up approach to VCS stakeholders	<ul style="list-style-type: none"> <li>Links established between Community Development Team and ASC Commissioning Communications Officer</li> <li>Establish joint working with Housing Community Engagement team</li> </ul>	<p>June 2016 and on-going</p> <p>July 2016</p>	<p>Jerry Haley (Senior Community Safety &amp; Development Officer)</p> <p>Jess Finnin (Community Development Officer)</p> <p>John Green (Acting Manager of the Joint Commissioning Unit)</p> <p>Keith Brown (Housing Engagement Manager)</p>	3
		Establish 3 Community	<ul style="list-style-type: none"> <li>3 Community Hubs in place</li> </ul>	March 2018	John Green (Acting	4

Ref	Action Area	Action(s)	Key Milestones / Performance Targets / Critical Success Factors	Timescales	Lead Officer(s)	Objective
		Hubs across the borough along with outreach points	<ul style="list-style-type: none"> <li>“Hub and spoke” model of information and advice implemented across the borough</li> </ul>		Manager of the Joint Commissioning Unit)	
3	Increasing volunteering	<p>Establish and publicise a <a href="mailto:volunteers@havering.gov.uk">volunteers@havering.gov.uk</a> email address as a first point of contact relating to volunteering opportunities within the Council</p> <p>Compile a list of volunteering opportunities across Council departments, with role profiles</p> <p>Encourage the public to play their part in keeping Havering clean and encourage</p>	<ul style="list-style-type: none"> <li>Comprehensive list of all volunteering opportunities within the Council is available and actively promoted</li> <li>Increased number and diversity of volunteers recruited into volunteering opportunities within the Council</li> <li>Development of a Volunteering Toolkit for Council Services.</li> <li>Engage 250+ volunteers in community clean up schemes</li> <li>Provide editorial coverage on a quarterly basis in <i>Living Magazine</i>, <i>At the Heart</i> and <i>Sheltered Times</i>, publicising volunteering opportunities</li> </ul>	<p>October 2016</p> <p>March 2017</p>	<p>Kim Smith (Community Development Officer)</p> <p>Kim Smith (Community Development Officer)</p>	3



Ref	Action Area	Action(s)	Key Milestones / Performance Targets / Critical Success Factors	Timescales	Lead Officer(s)	Objective
	Increasing volunteering	<p>community responsibility by organising and assisting with community clean up campaigns</p> <p>Actively promote volunteering opportunities within Council services and recruit volunteers to positions</p> <p>Use Council events to promote volunteering opportunities within the Council and to recruit new volunteers. This schedule to be developed with Havering Communications events schedule.</p> <p>Encourage staff to volunteer in their local community in their own time, e.g. governor positions at</p>	<p>within the borough</p> <p>Run a volunteering publicity and promotions campaign in LBH Publications, E Bulletins, Inside Havering &amp; Global Emails to raise awareness of volunteering as a leisure time activity</p>			

Ref	Action Area	Action(s)	Key Milestones / Performance Targets / Critical Success Factors	Timescales	Lead Officer(s)	Objective
	Increasing volunteering	local schools				
		Develop a volunteering strategy for the borough in partnership with the Volunteer Centre	<ul style="list-style-type: none"> <li>New Strategy to be finalised and approved by Cabinet</li> </ul>	November 2016	Jerry Haley (Senior Community Development and Safety Officer)	3
		Continue to fund the Havering Volunteer Centre to promote and support volunteering in Havering	<ul style="list-style-type: none"> <li>Quarterly contract monitoring meetings held</li> <li>Total number of new volunteer registrations (Year 2 Target 400) (Year 3 Target 600)</li> <li>Total number of registered volunteers signposted to registered opportunities (Year 2 Target 700) (Year 3 Target 1500)</li> <li>Number of 1:1 brokerage meetings (Year 2 Target 300) (Year 3 Target 500)</li> <li>Number of volunteer follow up reviews (Year 2 Target 300) (Year 3 Target 500)</li> </ul>	April 2016 and on-going	Kim Smith (Community Development Officer)	2, 3,4

Ref	Action Area	Action(s)	Key Milestones / Performance Targets / Critical Success Factors	Timescales	Lead Officer(s)	Objective
		<p>Provide a befriending service for tenants</p> <p>To contract monitor service delivery with the Tapestry</p>	Befrienders provided for 100 tenants	March 2017	Tapestry (commissioned by Housing Services)	4
		Commission My Health Matters Programme (2 years contract 2015-17)	<ul style="list-style-type: none"> <li>200 Health Champions trained each year.</li> </ul>	March 2017	Tapestry (commissioned by Public Health)	3,4
4	Demand Management	Develop a Business Intelligence Strategy to underpin evidence-based commissioning and decision-making.	<ul style="list-style-type: none"> <li>Data / information used more effectively to support decision-making and commissioning</li> <li>New Business Intelligence Strategy signed off by Cabinet</li> <li>Bridge the gap between analysts and commissioners by using the centralised point of data for consistent representation of communities, their issues and needs.</li> </ul>	September 2017	Kayleigh Pardoe (Policy and Performance Business Partner – Communities and Resources)	4

Ref	Action Area	Action(s)	Key Milestones / Performance Targets / Critical Success Factors	Timescales	Lead Officer(s)	Objective
	Demand Management	<p>Agree a set of common commissioning principles across the Council</p> <p>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.</p>	<ul style="list-style-type: none"> <li>• Consistent approach to commissioning across the Council, allowing opportunities for innovation and co-production with the sector and other partners</li> <li>• New framework signed off by Cabinet</li> <li>• Review our approach to monitoring VCS grants and contracts awarded by the Council</li> </ul>	<p>On going</p> <p>March 2017</p>	<p>Hassan Iqbal (Strategic Procurement Business Partner)</p> <p>John Green (Acting Manager of the Joint Commissioning Unit)</p>	4

Ref	Action Area	Action(s)	Key Milestones / Performance Targets / Critical Success Factors	Timescales	Lead Officer(s)	Objective
		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	<ul style="list-style-type: none"> <li>VCS &amp; Business Network established</li> </ul>	March 2017	Rebecca Davey (Business Development Manager)	4
	Demand Management	Supporting the VCS to develop shared skills/assets/training/other sharing arrangements	<ul style="list-style-type: none"> <li>VCS Partnership sharing scheme developed</li> <li>VCS Partnership sharing scheme launched</li> </ul>	December 2016  January 2017	Kim Smith (Community Development Officer)	2

Ref	Action Area	Action(s)	Key Milestones / Performance Targets / Critical Success Factors	Timescales	Lead Officer(s)	Objective
	Demand Management	Ensure that the Voluntary Sector Strategy implementation work aligns fully with the Demand Management Strategy and its implementation	<ul style="list-style-type: none"> <li>Effective, joined approach to demand management implemented</li> <li>Capacity built within the voluntary and community sector to support the Council's demand management work</li> </ul>	June 2016 and on-going	Jerry Haley (Senior Community Safety & Development Officer)	1,2,3,4
	Demand Management	In the context of scarce resources work with national and local agencies to manage demand as the Council moves towards self sufficiency	<ul style="list-style-type: none"> <li>Working alongside the corporate programme, understanding the demand drivers and ensuring the engagement of the VCS in the design of future service models</li> <li>Joining up and sharing of resources with partners and communities (E.g. SPVs)</li> <li>Commissioning on behalf of residents</li> </ul>	September 2016 and on going	Jerry Haley (Senior Community Safety & Development Officer)	1,2,,3,4
5	Developing new models of service delivery	Establish a partnership with the VCS to deliver youth services within Havering	<ul style="list-style-type: none"> <li>New service goes live</li> </ul>	April 2017	Simon Parkinson (Head of Cultural and Leisure Services)	1,3
		Organise and facilitate Innovation Forums with providers (including within the VCS)	<ul style="list-style-type: none"> <li>2 Innovation Forums to be held. These are Voluntary and Community Sector Co-Production forums (or innovation forums). These include Disability/Condition Specific, Carers, Social Isolation and Peer Support, Respite and Day Opportunities.</li> </ul>	March 2016	John Green (Head of Commissioning)	2,3

Ref	Action Area	Action(s)	Key Milestones / Performance Targets / Critical Success Factors	Timescales	Lead Officer(s)	Objective
		Use LEP funding to provide business incubator space to support <b>Start Up</b> Social Enterprises	<ul style="list-style-type: none"> <li>Number of Start Up Social Enterprises supported</li> </ul>	March 2017	Rebecca Davey (Business Development Manager)	4
6	Access to learning and development opportunities	Increased access to learning and development opportunities by the voluntary and community sector	<ul style="list-style-type: none"> <li>Council training and development opportunities to be offered to the sector</li> <li>Involvement of partners across the council and other agencies.</li> </ul>	March 2017	Diane Egan (Community Safety & Development Manager)  Jerry Haley (Senior Community Safety & Development Officer)  Stewart Aldersley (HR / OD)	2,3