

## Voluntary Sector Strategy Action Plan

### End of Year (2015/16) Completed Actions

<b>Outcome 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>Outcome 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>Outcome 3</b>	<b>There will be infrastructure support for the sector that is fit for purpose</b>
<b>Outcome 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	Status	Lead Officer(s)	Summary
1	Joint working arrangements between the Council and the sector  <b>Outcome 2</b>	Establishment of a fully functioning Compact	<ul style="list-style-type: none"> <li>Consultation carried out with voluntary sector forums and provider forums</li> <li>New Compact finalised in light of consultation feedback and re-launched</li> <li>Organisations made aware and buy in received from the Council and Voluntary and Community organisations</li> <li>Web pages established (hosted by LBH)</li> <li>Programme of meetings established for the COMPACT Steering Group (meet every six weeks)</li> </ul>	<p>COMPLETED</p> <p>COMPLETED</p> <p>COMPLETED</p> <p>COMPLETED</p> <p>COMPLETED</p>	Lead Officer – Kim Vasa (Community Development Officer)	<ul style="list-style-type: none"> <li>Revised COMPACT was launched on 18<sup>th</sup> November 2015 with full sign up by all partners: LBH, Metropolitan Police, London Fire Brigade, CCG, Tapestry and Volunteer Centre.</li> <li>Support/capacity building required for small/medium sized organisations to enable participation in collaborative work and to participate in tender/funding opportunities effectively has been established</li> <li>Regular email information updates for VCS promoting external funding opportunities, training and support services, good news stories of joint working/funding bids to share across the sector.</li> <li>Compact agreement and terms of reference are on LBH webpages</li> <li>Dialogue underway to improve the procurement process for LBH to encourage quality and timely VCS collaborative bids.</li> <li>Compact Chair established links with CCG VCS Forum.</li> <li>Compact represented at Accountable Care Organisation (ACO) discussions and Carer Providers Forum.</li> <li>Special Purpose Vehicle/Consortium with robust governance structure under development. Networking event held 29/02/2016 to discuss collaborative working. 9 organisations attended a follow-up SPV workshop that took place on 5/07/2016. Tapestry have a final meeting with trustees on August 22<sup>nd</sup> 2016 to establish the subsidiary to run the SPV.</li> </ul>
2	Improving communications and access to information  <b>Outcomes 1, 2 &amp; 4</b>	<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 (including email and dedicated phone line)</p> <p>Refocus the work of the Community Engagement Team on community development and delivery of the Voluntary Sector Strategy and action plan.</p>	<ul style="list-style-type: none"> <li>A <a href="mailto:vcs@havering.gov.uk">vcs@havering.gov.uk</a> email address established and accessible to all team members resulting in</li> <li>Improved access to information by the voluntary and community sector (E.g. There is increased take up of the Active Living Newsletter and a COMPACT newsletter has been established)</li> <li>Community Development Team role descriptions refreshed and renewed as part of the restructure of the Policy and Performance service</li> </ul>	<p>COMPLETED</p> <p>COMPLETED</p> <p>COMPLETED</p>	<p>Pippa Brent-Isherwood (Head of Policy and Performance)</p> <p>Diane Egan (Community Safety &amp; Development Manager)</p> <p>Jerry Haley (Senior Community</p>	<p>Community Development job profiles have been reviewed and refreshed as part of the restructure of the Policy and Performance service. Restructure in place and commenced in December 2015.</p> <p>Emphasis is now very much placed on Community Development (developing the community to take responsibility) rather than just to engage and consult.</p> <p>Web section in place, promoted to the VCS &amp; updated on a weekly basis or as required.</p> <p>The VCS email is publicised through newsletters which are received by 800+ organisations.</p>

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					Safety & Development Officer)	
		Establish 3 Community Hubs across the borough along with outreach points	<ul style="list-style-type: none"> <li>3 Community Hubs in place (likely to change)</li> <li>“Hub and spoke” model of information and advice implemented across the borough</li> </ul>	COMPLETED	John Green (Strategic Commissioning Manager)	<p>After consultation it was decided to start with one hub and build an outreach model. This is based now at Holgate House in Romford.</p> <p>An outreach service from MyPlace, Harold Hill has been established along with the base at Holgate House, Romford and a number of outreach surgeries. Further work is being carried out to update and improve the CarePoint web portal.</p>
		<p>Develop an area on the Council’s website specifically targeted at the VCS</p> <ul style="list-style-type: none"> <li>Identify ICT lead</li> <li>Incorporate links to the Community Engagement Team webpages, Directory of Voluntary Organisations, current consultation opportunities , a Community Resource Directory &amp; training opportunities</li> <li>Provide links to other relevant online LBH information portals (e.g. the Local Offer and Care Act Portal)</li> </ul>	<ul style="list-style-type: none"> <li>A new single, online point of reference available to the VCS.</li> <li>Website actively promoted</li> <li>VCS consulted with to ensure it meets their requirements and is amended as necessary</li> </ul>	COMPLETED	<p>Diane Egan (Community Safety &amp; Development Manager)</p> <p>Jerry Haley (Senior Community Safety &amp; Development Officer)</p> <p>Brian Taylor (ICT Programme Manager)</p> <p>Russell Napier (Web Content Author)</p>	<p>Voluntary &amp; Community web section created for the LBH website, <a href="https://www.haverling.gov.uk/Pages/Category/Voluntary-Sector.aspx">https://www.haverling.gov.uk/Pages/Category/Voluntary-Sector.aspx</a>. Consultation took place in September with various VCS organisations/groups. Content agreed. Web section is ‘live’ and promoted to the sector through newsletters which are received by 800+ organisations.</p>
4	<p>Commissioning Processes</p> <p><b>Outcomes 1, 2 &amp; 4</b></p>	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	COMPLETED (More workshops to be arranged for 2016 / 17)	John Green (Strategic Commissioning Manager)	<p>Market Position Statement launched at the end of September. 30+ groups attended a number of sessions</p> <p>As I said in my last feedback – How are we planning to support these groups going forward to plug the gaps identified?</p> <p>The Council has recently agreed a new Procurement Strategy, invested in an electronic tendering system (capitalEsourcing) and offered training to the VCS to better understand what the Council is looking for and the basics of tendering for Council contracts.</p> <p>Adult Social Care is planning on offering another two tendering workshops aimed specifically at the VCS, in conjunction with Strategic Procurement, because of the forthcoming tendering of several contracts delivering services across the Carers and preventative agendas.</p> <p>Adult Social Care is working with the VCS to co-produce service specifications for these services prior to tendering.</p>

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		<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> </ul>	<p>COMPLETED</p> <p>Common principles agreed by officers May 2015</p> <p>Framework agreed by Cabinet December 2015</p>	<p>Hassan Iqbal (Strategic Procurement Business Partner)</p> <p>John Green (Strategic Commissioning Manager)</p>	<p>This was presented to and endorsed by CLT on 29<sup>th</sup> September 2015. Relevance acknowledged but work to develop cross cutting commissioning strategies needs to be integrated with the developing Joint Commissioning Unit for the Children, Adults and Housing services and will be taken on by that Unit. This will be a further action in the action plan for 2016 / 17.</p> <p><a href="#">Procurement Strategy</a> was presented to Cabinet in March 2016 and the document agreed. This document can be found on the Intranet.</p>
5	Market Positioning	Review and update the Market Position Statement for Adult Social Care	<ul style="list-style-type: none"> <li>Report is updated on a quarterly basis</li> </ul>	COMPLETED	John Green (Strategic Commissioning Manager)	Market Position Statement was formally launched end September 2015 and is available by clicking this link <a href="#">Market Position Statement</a> .
	<b>Outcomes 2 &amp; 4</b>	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>	COMPLETED	Rebecca Davey (Business Development Manager)	An SME Business & Workforce Development Planning project for 15 employers whom are from the VCS was launched in October
6.	Re-commission voluntary sector infrastructure support	<p>Re-commission voluntary sector infrastructure support for the borough, to take account of the recommendations in <i>Change for Good</i> and to focus upon:</p> <ul style="list-style-type: none"> <li>Information sharing</li> <li>Policy engagement and managing change</li> <li>Volunteering</li> <li>Capacity building to increase sustainability / resilience / capacity for innovation and co-production</li> <li>Governance and compliance</li> <li>Fundraising and income generation including social investment, crowdfunding and pro bono support</li> <li>Development of suitable and comprehensive training programme for VCS organisations</li> <li>Financial and organisational management and development</li> </ul>	<ul style="list-style-type: none"> <li>New service in place, responding to identified needs</li> </ul>	COMPLETED	Pippa Brent Isherwood (Head of Policy & Performance)	<p>Following the decision of HAVCO to wind up its activities, this action was reviewed in consultation with the Corporate Management Team and it was decided not to re-commission external infrastructure support services.</p> <p>Instead, additional human resources were built into the internal Community Development Team as part of the Policy and Performance restructure, and this additional capacity has been used particularly to support the development of the new Volunteer Centre and Compact Steering Group, and to develop an annual 'Health check' process for the local voluntary and community groups.</p> <p>Training for the voluntary and community sector was developed:</p> <p>3 x Procurement Workshops delivered Feb – April 2016 20 delegates from 6 organisations attended.</p> <p>A Voluntary &amp; Community Sector web section was created on the LBH website in September 2015 offering governance, fundraising and training information and guidance.</p> <p>Training to be more structured and programmed and will be included in the 2016 / 17 action plan.</p>
	<b>Outcome 3</b>					

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7	Voluntary sector funding  <b>Outcomes 1, 2 &amp; 4</b>	Promote and encourage the use of Crowdfunding sites <ul style="list-style-type: none"> <li>Hold a workshop for staff and partners to raise awareness and skills in use of Crowdfunding</li> <li>Provide ongoing support to local VCS organisations in utilising Crowdfunding sites</li> <li>Publicise local Crowdfunding campaigns on the Council's website and in Council publications</li> </ul>	<ul style="list-style-type: none"> <li>Workshop held for staff and partners</li> <li>Increased awareness and use of opportunities to attract funding through Crowdfunding sites</li> <li>Level of funding attracted by both the Council and voluntary sector organisations through Crowdfunding</li> </ul>	COMPLETED	Diane Egan (Community Safety & Development Manager)  Jerry Haley (Senior Community Safety & Development Officer)	Crowdfunding Workshop held on 8 <sup>th</sup> June , 29 people booked – 19 attended
		<ul style="list-style-type: none"> <li>Give notice to current corporate core funded organisations</li> <li>Complete Adult Social Care review of commissioned services</li> <li>Appoint Project Manager to lead the corporate VCS grants and commissioning review</li> <li>Task and Finish Groups established to lead each work stream of the review</li> <li>Task and Finish Groups report to Steering Group; recommendations formulated</li> <li>Recommendations signed off by Cabinet</li> <li>Develop new specifications for relevant services</li> <li>Commission new services</li> </ul>	<ul style="list-style-type: none"> <li>£45k target savings achieved in 2015/2016</li> <li>Further £1.1m target savings achieved in 2016/2017</li> </ul>	COMPLETED	Pippa Brent Isherwood (Head of Policy & Performance)  Barbara Nicholls (Head of Adult Social Care and Commissioning)	Cabinet has since agreed to spread the 2016/17 savings over a two year period. Target savings for 2015/16 have been delivered and services remain on track to deliver residual savings.  Organisations currently receiving core funding were all served notice pending the outcomes of the review. 1 to 1 meetings were held.  Adult Social Care's review of commissioned services is ongoing and on target to deliver the target savings.
8	Developing new models of service delivery  <b>Outcome 2</b>	Organise and facilitate Innovation Forums with providers (including within the VCS)	2 Innovation Forums to be held	COMPLETED	John Green (Strategic Commissioning Manager)	Forums were held in October 2015 and April 2016.  There were 4 Voluntary and Community Sector Co-Production forums (or innovation forums). This included Disability/Condition Specific, Carers, Social Isolation and Peer Support, Respite and Day Opportunities. Over 100 attendees attended the four forums from 30+ organisations.
		Supporting the sector to develop business continuity plans / business plans / funding strategies etc.	<ul style="list-style-type: none"> <li>Increased resilience and sustainability within the VCS groups</li> <li>Minimum of 2 VCS Business Continuity Workshops to be held 2015 /16</li> </ul>	COMPLETED	Diane Egan (Community Safety & Development Manager)  Jerry Haley (Senior Community Safety & Development Officer)  Alan Clarke (Emergency Planning & Business Continuity Manager)	2 Business Continuity Workshops were held on 8 <sup>th</sup> July – 8 people attended

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		<p>Consultation to be undertaken with the sector about their desire to purchase services through One Source or other traded Council services</p> <p>Dependent on the outcome of the consultation, develop a package of support services that VCS organisations are able to procure through One Source / LBH</p> <p>Relevant business support activities offered to the voluntary sector</p>	<ul style="list-style-type: none"> <li>Package of support services available to the VCS to procure (if desired)</li> </ul>	COMPLETED	<p>Diane Egan (Community Safety &amp; Development Manager)</p> <p>Jerry Haley (Senior Community Safety &amp; Development Officer)</p> <p>Rebecca Davey (Business Development Manager)</p>	Consultation has been completed but revealed no appetite within the sector to progress this.
		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>	COMPLETED	<p>Diane Egan (Community Safety &amp; Development Manager)</p> <p>Jerry Haley (Senior Community Safety &amp; Development Officer)</p> <p>Donna Simeon (Transformation Programme Manager – Children, Adults and Housing)</p> <p>Cheryl Curling (Head of Communications)</p>	The two strategies align with and cross-reference to one another. The new Demand Management Strategy was adopted by the Cabinet in November 2015.
		Recruit more Volunteers to support the running of the Council's libraries service	<ul style="list-style-type: none"> <li>312 volunteers recruited to help run the library service</li> <li>Various training opportunities and job roles promoted as part of this scheme</li> </ul>	COMPLETED	Jenny Isaac (Libraries)	Work mainstreamed through library services
		Continue to fund the volunteer centre to promote and support volunteering in Havering	<ul style="list-style-type: none"> <li>Premises secured for the volunteer centre</li> <li>Volunteer centre launched as a central hub regarding volunteering</li> </ul>	COMPLETED	Kim Smith (Community Development Officer)	Monitoring regarding the volunteer centre continues
		Policies and procedures to be put in place to support the community rights provision	<ul style="list-style-type: none"> <li>Procedures put in place regarding Assets of Community Value</li> </ul>	COMPLETED	Jerry Haley (Senior Community Safety and Development Officer)	Further work to be continued regarding other provisions such as the Community Right To Challenge