



Voluntary Sector Strategy

2015 - 2018



Havering
LONDON BOROUGH

Refreshed August 2017



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Foreword

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. This now is the final year of this strategy.

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.

Place-shaping is a highly important concept for those involved in building new communities to understand - whether or not there are existing residents in the area. The volume of new housing units compared to the number of existing homes in Havering, where they exist, will be large. Their development will affect the character of a place and therefore this is a process that needs to be managed. Encouraging the building of community cohesion and social capital through voluntary activity is one way in which this can be achieved.

Place shaping is not just a nice idea, and it is not optional. It is backed up with:

- a new focus on economic development and economic purpose for communities;
- new statutory arrangements, and
- new structures for managing place-shaping, new institutional arrangements with new ways of working, and new local measures to measure the success of success of place-shaping

During the first two years of the strategy we have shown our commitment to work with the sector and re-launched 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. This has resulted in far greater partnership working and seen the establishment of ‘Ensemble’, through which 15 of Havering’s charities have joined together to form a public limited company to work collaboratively to access resources and deliver services.

Havering Volunteer Centre continues to 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.

As we enter the third and final year of this strategy, the Council has launched its new vision, which has four themes of Places, Opportunities, Connections and Communities. This strategy fits in very much with the Communities strand of that vision:

We want to help our residents to make positive lifestyle choices and ensure a good start for every child to reach their full potential. We will support families and communities look after themselves and each other, with a particular emphasis on our most vulnerable residents.

We look forward to working with the local voluntary and community sector to make a positive contribution to delivering this.

Councillor Melvin Wallace - Cabinet Member for Culture and Community Engagement



Executive Summary

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.

Local authorities are strategic leaders in place-shaping, responding to residents' ambitions and aspirations and working with partners to deliver relevant services. We want to continue to work more effectively with the sector to deliver the best value for money outcomes 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.
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 in these changing times as Councils become more and more self sufficient

This strategy 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 four 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. This action plan has been updated for 2017-18 and progress in delivering it is reviewed at quarterly intervals.



Purpose and Scope

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 in which 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.

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 referring to 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.

Havering's new corporate vision is four fold and is built around the themes of Connections, Places, Opportunities and Communities. This strategy very much fits in with the Communities theme:

We want to help our residents to make positive lifestyle choices and ensure a good start for every child to reach their full potential. We will support families and communities look after themselves and each other, with a particular emphasis on our most vulnerable residents.

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. 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 in order to 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 service provision, and to focus on early intervention, prevention and demand management. |



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| <p>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> | <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 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.</p> <p>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.</p> <p>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</p> |



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| | <p>are resilient by not relying on grant aid from public bodies that is not likely to be available in future.</p> <p>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> |
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Links to other Strategies of the Council

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 Wellbeing 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 be vital to managing the demand going forward. The council's demand management strategy reflects the desire to co-produce with the VCS to develop a coherent and shared vision for services going forward. The increasing demands in conjunction with increasing economic pressures on all sectors highlight the need to look towards developing local communities to provide an element of the support they themselves need.



Approach & Consultation

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 were however, a number of ideas for action that were supported by a wide range of groups. Equally, organisations saw potential for real improvements in relationships between the Council and the sector and to that end wished to see a small number of realistic, clear and achievable actions on the part of the Council to achieve this.

This consultation and co-operation has manifested itself primarily in the creation of Ensemble, a private limited company comprising of 15 of Havering's charities to bid for tenders and external funding in a consortium approach.

Timescales

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

Monitoring

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

Equality Impact Assessment

During the development and review 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 - Updated August 2017

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

| Ref | Action Area / (Objective) | Action(s) | Key Milestones / Performance Targets / Critical Success Factors | Timescales | Lead Officer(s) | Issues & Progress to date |
|-----|--|--|---|------------|--|--|
| 1 | Strengthening joint working arrangements between the Council and the sector (1). | Support the review of the Compact & 4 Codes of Good Practice | <ul style="list-style-type: none"> Continue to support development of the Compact for Havering. Compact embedded in working practices Bi-annual Compact workshops held for staff, Members and public sector organisations in order to raise awareness and increase compliance. | March 2018 | <p>Kim Vasa (Community Development Officer)</p> <p>Phillipa Brent-Isherwood (Assistant Director of Policy, Performance & Community)</p> <p>Jerry Haley (Senior Community Safety & Development Officer)</p> | <p>Compact Steering Group Action Plan is regularly reviewed and updated. Partnership document has been introduced to identify and co-ordinate collaborative work across the sectors. A draft Communications Plan in place.</p> <p>The Compact Steering Group and Compact Forum are supported by the Community Development Team (CDT) to meet on a regular basis.</p> <p>Compact e-bulletin promotes external funding</p> |

Refreshed August 2017

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| | | | <ul style="list-style-type: none"> Support (where appropriate) a Special Purpose Vehicle(s) (e.g. Ensemble Community Solutions) to submit collaborative bids for funding and contracts. Sector supported to embrace outcomes based commissioning, through training and development programmes The VCS helped to exploit new technologies and reach new client groups by building their awareness of such technologies | | | <p>opportunities, training and support services, good news stories of joint working/funding bids to share across the sector. Subscriptions sit at 1751, an increase of 329 within a 12month period.</p> <p>Ensemble is supported by the CDT to identify and participate in opportunities to raise awareness and promote the SPV to potentially interested partners eg: at the Compact Forum meetings, at the Joint Commissioning Unit VCS Provider Forum etc.</p> <p>13 of the 15 members of Ensemble Community Solutions Ltd collectively submitted bids to LBH's Havering Carers Inclusion & Peer Support Adults tender. Outcome expected mid-August.</p> <p>The CDT has supported the CAB to secure a grant from the Transformation Foundation to fund the set-up costs of a new, state-of-</p> |

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| | | | <ul style="list-style-type: none"> A new model of community development in place that builds community capacity and resilience and actively assists in managing demands on Council services developed and embedded. Include VCS in the development of the locality model for delivering health and social care | April 2017 | Keith Cheesman/ Deborah Redknapp | the-art website including cutting edge tools for engaging with customers and service users. New approach is being trialled on the Oldchurch Park estate. Multi-agency steering group and residents' association / community group in place. Street Watch scheme has been established. Community cohesion and consultation event planned for 9 Sept. VCS representative on the Locality Development Group |
| 2 | Improving communications and access to information (1,2,3,4) | <p>Implement the Community Safety & 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</p> | <ul style="list-style-type: none"> Regular information regarding the latest funding, training information inputted to web section on all areas of the external internet site. Care Network web based digital platform established to enable VCS partners to sign up to have information to commissioning news, to receive information to provider forums and training opportunities Information provided in alternative formats if required/requested Actions from the Voluntary Sector | On-going | <p>Jerry Haley (Senior Community Safety & Development Officer)</p> <p>Community Development Officers</p> | <p>Community Safety and Development Team is now the main point of contact. VCS section available on the Council's website. Latest funding information and training information inputted onto the community pages weekly. Training information inputted if applicable. Actions from 2016 Health Check have been</p> |

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| | | the intranet/ internet, regular email communications and following up on information received in the Health Check. | <p>Health Check implemented.</p> <ul style="list-style-type: none"> Key event held to support VCS organisations to engage with key funders. | | John Green (Head of Joint Commissioning unit) | implemented. 2017 Health Check currently underway. Funding Fayre arranged with all main funders (Big Lottery, London Trust, City Bridge etc) for 25 th September. |
| | | 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"> Links established between Community Development Team and Joint Commissioning Unit. Establish joint working with Housing Community Engagement team | Ongoing | <p>Jerry Haley (Senior Community Safety & Development Officer)</p> <p>Community Development Officers</p> <p>John Green (Head of the Joint Commissioning Unit)</p> <p>Keith Brown (Housing Engagement Manager)</p> | The JCU is enabling better understanding of the use of the voluntary sector across the services included. Market warming events etc have been designed and delivered jointly. Continuing to work jointly with Housing colleagues on their contracts with VCS, including instigating joint monitoring of contracts. Work is underway to develop a single, corporate funding agreement with the CAB from 2018 onwards, to replace the current multiple agreements and monitoring arrangements. |
| 3 | Increasing volunteering (1,2,3&4) | Establish and publicise a volunteers@havering.gov.uk | <ul style="list-style-type: none"> Comprehensive list of all volunteering opportunities within the Council is available and actively | March 2018 | Kim Smith (Community Development) | HVC website: www.haveringvc.org.uk links to Do-it.org for |

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| | | <p>gov.uk email address as a first point of contact relating to volunteering opportunities within the Council.</p> <p>Encourage the public to play their part in keeping Havering clean and encourage community responsibility by organising and assisting with community clean-ups.</p> <p>Actively promote volunteering opportunities within Council services and recruit volunteers to positions.</p> <p>Encourage staff to volunteer in their local community in their own time, e.g. in governor positions at local schools.</p> | <p>promoted</p> <ul style="list-style-type: none"> Increased number and diversity of volunteers recruited into volunteering opportunities within the Council Volunteering Toolkit developed and launched. Over 60 unique volunteers in community clean up schemes engaged. Editorial coverage provided on a quarterly basis in <i>Living Magazine</i>, <i>At the Heart</i> and <i>Sheltered Times</i>, publicising volunteering opportunities within the borough (including email newsletters) Volunteering publicity and | | Officer) | <p>Havering's registered volunteer opportunities. Dedicated LBH Community Development telephone line in place.</p> <p>Volunteering Strategy agreed by Cabinet in December 2016.</p> <p>The Volunteering Toolkit's content is now complete and is with graphic designer. To be launched in Quarter 3. A link to be placed on LBH Voluntary & Community web section to access tool kit.</p> <p>1,328 volunteers were involved in delivering Council services during 2016/17.</p> <p>Clean & Green & Community Clean Up campaigns in place. Participation in community clean-ups significantly exceeded target during 2016/17.</p> <p>Regular e-bulletins promoting community clean-ups and other volunteering opportunities.</p> <p>Various community bulb planting projects organised by Housing services.</p> |

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| | | | promotions campaigns run in LBH Publications, E Bulletins, Inside Havering & Global Emails to raise awareness of volunteering as a leisure time activity | | | Housing Services Community Representatives recruited. The Havering Volunteer Managers Forum continues to meet and supported 30 volunteer managers during Quarter 1 of 2017/18. Volunteer Recruitment Day to take place at Town Hall – date to be arranged. |
| | Increasing Volunteering | Continue to fund the Havering Volunteer Centre to promote and support volunteering in Havering | <ul style="list-style-type: none"> Quarterly contract monitoring meetings held. | April 2018 | Kim Smith (Community Development Officer) | All targets were exceeded in 2016/17 |
| | | Continue to fund the Havering Citizens Advice to promote advice services in Havering. | <ul style="list-style-type: none"> Quarterly contract monitoring meetings held. | April 2018 | Jerry Haley (Senior Community Safety & Development Officer) | All targets were exceeded in 2016/17 |
| 4. | Demand Management (1,2,3,4) | Agree a set of common commissioning principles across the Council | <ul style="list-style-type: none"> Consistent approach to commissioning across the Council, allowing opportunities for innovation and co-production with the sector and other partners in place. New approach to monitoring VCS | On going March 2018 | All relevant services | Market warming events held in December, along with various procurement and commissioning training / information events throughout the year. |

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|-----|---------------------------|---|---|--------------|---|--|
| | | 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. | grants and contracts awarded by the Council developed and implemented consistently across the Council. | | | <p>Joint Commissioning Unit commissioning process, divided into 15 lots, took place in April 2017. Procurement timetable indicates new contracts scheduled for go live in October 2017.</p> <p>Corporate approach to monitoring grants over £5,000 agreed and implemented through the Voluntary Sector Steering Group. Internal audit of grant monitoring arrangements completed – Report currently being finalised.</p> |
| | | Supporting the VCS to develop shared skills/assets/training/ other sharing arrangements | <ul style="list-style-type: none"> • VCS partnership sharing scheme developed • VCS partnership sharing scheme launched | January 2018 | Jerry Haley (Senior Community Safety & Development Officer) | <p>Ensemble Community Solutions Ltd established as a vehicle for collaborative bidding / tendering across the voluntary sector. 2017 Health Check survey sent out to the voluntary sector, exploring appetite and areas of interest for further sharing arrangements.</p> |

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| | | | | | | Co-location of various other voluntary services with the HVC (on either a permanent or ad hoc basis) has been facilitated. Community directory has been developed and launched to assist VCS organisation in identifying other groups with similar interests and / or working in the same communities. |
| | | Ensure that the Voluntary Sector Strategy implementation work aligns fully with the Demand Management Strategy and its implementation | <ul style="list-style-type: none"> • Effective, joined approach to demand management implemented • Capacity built within the voluntary and community sector to support the Council's demand management work | Ongoing | Jerry Haley (Senior Community Safety & Development Officer) | Both the Volunteering Strategy 2016 – 2021 and the refreshed Voluntary Sector Strategy 2015 – 2018 show integrated demand management work and capacity building within the voluntary sector. (e.g. through the SPV project). Embedding the VCS within the locality design work across health and social care (please see line 1 above) will also progress this. |
| | | In the context of scarce resources work with national and local | <ul style="list-style-type: none"> • Compact is working alongside the corporate programme, and there is an understanding of the demand drivers | Ongoing | Jerry Haley (Senior Community | Consultations and co-production work undertaken between the Joint |

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| | | agencies to manage demand as the Council moves towards self sufficiency | <p>for services and spend.</p> <ul style="list-style-type: none"> Engagement of the VCS in the design of future service models Joining up and sharing of resources with partners and communities (e.g. SPVs) Commissioning on behalf of residents | | <p>Safety & Development Officer)</p> <p>John Green (Head of the Joint Commissioning Unit)</p> | <p>Commissioning Unit & VCS partners to inform the design of the Havering Carer, Inclusion & Peer Support services tender. VCS representatives are involved in locality design work across health and social care (please see line 1 above)</p> <p>Future service models are being implemented in the form of 'Ensemble' which is the SPV company. At the moment this is a wholly owned subsidiary of Tapestry however it is planned, once contracts are won, that Ensemble will become a stand-alone company.</p> <p>Joint funding bid made to Sport England. Ensemble has also tendered for Joint Commissioning Unit's ASC contracts. Results expected to be known mid-August.</p> |
| 5 | Access to learning and development | Increased access to learning and | <ul style="list-style-type: none"> Council training and development opportunities to be offered to the | March 2018 | Jerry Haley (Senior | Health Check 2017 being completed at the moment. |

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| | opportunities (2,3) | development opportunities by the voluntary and community sector | sector <ul style="list-style-type: none"> Involvement of partners across the council and other agencies. | | Community Safety & Development Officer) | However, from last year's survey, funding advice has been given both on a group basis and one to one basis at the volunteer centre by Advice UK (funded by London Council) through a drop in basis to all organisations. Procurement and business continuity training have been offered by LBH and Volunteer Management and First Aid training have been delivered at the HVC. Funding Fayre organised for 25 th September |