

Appendix 1

Voluntary and Community Sector Strategic Framework 2019 - 2022

Cleaner, Safer, Prouder - Together



Document Control

Document details

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Version history

Version	Status	Date	Dissemination/Change
V1	Draft	03/12/2018	First draft
V2 – V8	Draft	11/01/2018 – 28/02/19	Drafts with changes from the Compact
V9 – V10	Draft	7/3/19	Draft with ideas from members of LBH corporate leadership team

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Foreword

Chair of Compact and Lead Member

The Voluntary and Community Sector and statutory bodies continue to face many challenges and opportunities. We can best face these by working collaboratively in a strong partnership. This framework builds on the work of the Council's Voluntary Sector Strategy 2015 – 2018 but seeks to take this work a stage further. The focus of this strategy is very much of on integration and all sectors working for the common good

The purpose of the strategic framework is to set out how we will work together 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.

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 completes in 2020. The impact on our communities will be significant and therefore the work across communities and sectors is very important.

Havering has a thriving Compact and this is very much seen as the catalyst to bring all agencies across the private, public and voluntary sector together and act as a springboard for new initiatives. The main objectives of these initiatives are to bring more external funding into the borough, greater work within communities, and building greater resilience and sustainability into all that we do.

As Chair of Havering Compact and Lead Member for the Council we are particularly keen to promote joint working initiatives to bring much needed funding to the Borough.

This document sets a framework for joint working and will be renewed each year as new ventures and initiatives are explored by the working group of the Compact tasked with overseeing this project.

National Context

Civil Society Strategy 2018 and how this impacts on our work

The government produced their first civil society strategy for the first time in over ten years in 2018. This strategy sets out an aspiration for communities with strong financial, physical and natural resources, and strong connections between people. This includes public funding, private investment, buildings, and other spaces for a community to use. It also includes trust and goodwill, and the organisations and partnerships that bring people together.

To help communities thrive, the government believes we need to look at five foundations of social value: people, places, the social sector, the private sector, and the public sector. In the past we have too often thought of these foundations as separate from each other. But when they work together, the whole is greater than the sum of its parts. This Strategy sets to put these aims into action.

The government's vision is that in the future the public sector will focus more on the needs of places and take a more collaborative approach. By working with service providers, the private sector, individuals, and communities in Havering, we should achieve better social and economic results that will make excellent places for people to live and work in. A joint strategy between the voluntary and statutory sector, business sector and public sector (police, fire, health and council) is essential to this aim.

Local Context

There are 419 registered Charities based in Havering according to the Charity Commission as at December 2018

Information regarding the myriad of community and voluntary organisations can be accessed through Havering's Family Services Hub.

<https://familyserviceshub.havering.gov.uk/kb5/havering/directory/family.page?familychannel=0>

The main challenge the voluntary and community sector faces in Havering is how to capture new sources of funding to become sustainable and resilient. In terms of funds obtained from the main external funding bodies, Havering as a place has some improvement to make. This is highlighted by the table below that shows how we compare to our nearest neighbours between the period 1st January 2013 and 31st August 2018.

Council	Havering	Barking and Dagenham	Redbridge
Total number of grants	163	226	277
Total number of funders	12	14	22
Total recipients	124	174	184
Total Awarded	£4,492,046	£9,338,267	£11,128,280
Largest Grant	£336,692	£1,000,000	£750,000

New ways of funding are needed in addition to improving the performance regarding the above. There are a few schemes that could be implemented to complement the above. These can either be launched as isolated projects or integrated into a single project.

- Placed Based Giving Schemes
- Crowdfunding
- Local Lotteries

However, for such schemes to be successful, for example, Crowdfunding platforms report that only 52% (the highest on any platform) complete projects; when a council backs a project with a seed funding initiative that rises to 89%.

To unlock the potential of the voluntary sector it is vital that the Council is able to support the sector to access external funding and build initiatives in partnership with the voluntary sector; two of these are outlined below.

Havering Deal

The Deal is an informal agreement between the council and everyone who lives or works here, to work together to create a better borough.

The approach will be to manage, facilitate and co-design services with the community- a new relationship between the Council and its residents basing it on shared responsibility with initiatives to manage demand and change resident's behaviours. The Deal will be framed in terms of intrinsic motivation, incentives and reciprocity. Vital to the Deal across the council and the communities will be application of intelligence by applying behavioural insight and nudge tactics and predicting demand by understanding resident service utilisation to prevent and reduce demand using the principles of the deal which broadly are:

- Encourage behaviour change
- Focus on people and communities
- Encourage a two way conversation
- Indicate a consistent message about the Council and what it stands for

The informal agreement with the resident and Council will be a deal on both sides making a pact to work together to achieve outcomes together. The deal will create personal responsibility for all staff, residents and partners to achieve positive outcomes for their communities. Some of the key ideas for the deal are:

1. Reduce/Reuse and Recycle
2. Get more involved in your communities
3. Help protect children and the vulnerable.
4. Digital Havering
5. Healthy and Active Havering

Local Area Co-ordination

The model provides a strategically relevant offer that discharges the council's statutory duty under Section 2 of Care Act 2014 in relation to preventing, reducing and delaying the need for care and support (Prevention); and the NHS Five Year Forward View around prevention.

Local Area Coordination as a concept originated in Western Australia in the late 1980s and in recent years has been launched in a number of areas in England. Inclusive Neighbourhoods is the national body that delivers and promotes the approach of Local Area Coordination in England supporting Local Authorities to embed the philosophy. Local Area Coordination approach is to focus on people and places, and so generates new possibilities for positive change It looks for solutions that help people sustain themselves in full community life from the very

beginning – even before people come into contact with services. On a wider level, it seeks to promote a different way of delivering services out in the community with a personalised approach shifting the culture of council services. Taking the learning from established sites, the feasibility study would seek to identify the conditions and assets required for success, identify current resources invested in similar activity and evaluate the effectiveness; identify wider benefits the approach could offer for wider transformation of services such as Community Reablement, alternatives to buildings based Day Services and health outreach.

Independent evaluation on Local Area Coordination demonstrates that it:

- Builds individual, family and community resilience;
- Reduces demand for services;
- Reduces isolation and loneliness;
- Increases choice, control and contribution;
- Builds inclusion and citizenship;
- Is a catalyst for reform;
- Simplifies the system for local people.

In addition, Local Area Coordination seeks to encourage cultural change within council and wider services – moving to a community asset-based approach which is more person centred and effective. The type of support includes:

- Level 1 – provision of information and/or limited support;
- Level 2 – a longer term relationship supporting people (children and adults); who are vulnerable due to physical, intellectual, cognitive and/or sensory disability, mental health needs, age or frailty, and require sustained assistance to build relationships, nurture control, choice and self-sufficiency, plan for the future and find practical solutions to problems.

The Local Area Co-ordination Network suggest that in England and Wales there is a growing body of evidence^[1] on the outcomes for individuals, community and the service system from investing in Local Area Co-ordination, with Social Return On Investment (SROI) of up to £4 for every £1 invested based on independent evaluations^[2].

The wider outcomes include:

[1] Local Area Co-ordination Network <http://lacnetwork.org/local-area-coordination/evidence-base/>

[2] Thurrock <http://www.socialvalueuk.org/app/uploads/2017/01/Assured-SROI-Local-Area-Coordination-in-Thurrock-Report.pdf>

Isle of Wight <https://www.centreforwelfarereform.org/uploads/attachment/517/local-area-coordination-evaluation-isle-of-wight.pdf>

Southampton <http://wessexahsn.org.uk/img/projects/loW%20-%20Local%20Area%20Coordinator%20Evaluation%20Report%20FINAL.pdf>

Derby <https://www.centreforwelfarereform.org/uploads/attachment/516/executive-summary-local-area-coordination-sroi.pdf>

- Reductions in referrals/visits to GP, A&E, adult care, mental health and safeguarding services; avoided housing evictions
- Reduced dependence on day services and better health outcomes
- Relationship developments across neighbourhoods leading to increased community capacity
- Contribution to system reform and culture change through cross system partnerships

Through these evaluations people themselves report:

- Feeling less isolated through increased valued, informal, support relationships
- Increasing capacity of families to continue in caring role,
- Improved access to information
- Improved access to specialist services, communities
- Support into volunteering, training and employment,

Social Value

Social Value relates to the additional social benefits that can be achieved beyond the direct scope of a project or contract. The London Borough of Havering is subject to the Social Value Act 2012 which requires public entities, at the pre-procurement stage, to consider how procured goods or services could improve the social, economic and environmental well being of the relevant area.

Social Value is intrinsically related to the social responsibilities the Council already has in terms of being a social housing landlord, providing support to vulnerable adults and children and supporting business sustainability throughout the local economy.

At a time of increasing budget pressures, social value is an opportunity to creatively extend the Council's reach to improve outcomes for individuals, communities and the environment in a manner that creates value to activities that are already being undertaken. Social benefits associated with social value include building community capacity.

The Council is now involved in three joint ventures and has its own arm's length housing company. These will see up to £3bn being invested in construction locally. The Social Value benefits of this level in investment must be harnessed to deliver maximum opportunity for the local community.

Achievements of 2015 / 18 Strategy

The following are achievements of the 2015 / 18 strategy that this strategic framework will seek to build upon

- The present Compact was established in 2015 and now goes from strength to strength. A new Compact Forum was instigated to give all organisations a greater say and a further communication channel to make views known
- The establishment and further development of Compact and Active Living Newsletters. These saw a month on month increase over the last three years. The Compact Newsletters now has almost 2000 individual subscribers whilst the Active Living newsletter has almost 5000 subscribers
- The establishment of a charitable purpose company, 'Ensemble' to deliver joint agency bids on behalf of the voluntary sector. This now needs to be further developed; joint funding bids are submitted. Tapestry took the proactive lead on this.
- Greater buying by all statutory agencies with the voluntary and community sector. The Council (including the Lead Member), Police, Fire Service and Clinical Commission Group now attend Compact meetings on a regular basis.
- Surgeries have been established with National Lottery who give advice to fund applicants on a monthly basis
- Establishment of two highly successful, well attended funding fayres. The second, in November 2018 was in partnership with the business sector
- Three Successful Local Charities Day events held and included a range of partners
- Voluntary & Community web section created within LBH website and regularly updated with VCS information
- Weekly/monthly external grant information collated and placed on the LBH website
- Volunteer Tool Kit created and accessible through the HVC website
- Access to learning. Training sessions delivered for the VCS, working in partnership with the Business Sector
- 125 Community Clean Ups took place with 1092 volunteers taking part between 2015 and 2018

Value of the Voluntary Sector

Financial and Social

An example of the value of voluntary sector in Havering is Havering Volunteer Centre recently accredited by NVCO until 2021 as delivering excellent services in all aspects of volunteering.

Greater London Volunteering equates that volunteers, into long term volunteering roles, save an organisation £13 per hour in volunteering time, including salaries, pension, NI etc.

Havering Volunteer Centre has placed 668 volunteers in Havering since its inception in 2016. Volunteers, on average, give more than seven hours a week to volunteering. If a volunteer does 7 hours volunteering for one day a week for 52 weeks (and on average most do), these 668 volunteers have saved the economy of Havering over £3.1million.

Havering Citizens Advice can demonstrate similar value.

In their recent annual report they demonstrated the following value to society

- **£744,000** saved at least by government and public services
- **£4.6m** in estimated wider social and economic and social value to society
- **£10.50** benefit to our clients for every £1 invested in our local service

There are more than 4000 known volunteers giving their gift of time to the community. Havering Volunteer Centre want to extend the possibility and benefits of volunteers to everyone and build a future where participation becomes the norm. This involves people getting together and adopting creative ways to use their skills and experience, through practical participation. Charitable organisations, groups and individuals at the heart getting together to shape the very services they rely on or help to deliver.

The impact volunteering makes on the community is massive, impacting on services and organisations we use every day. We know volunteering increases the skills and well-being of volunteers as well as social connections. We also know volunteering helps bring together communities by developing our understanding of each other better, creating a cohesive and united community.

Volunteers are at the heart of the community and will respond to crisis and help the borough maintain resilience by pulling in expertise and local resources. For example local volunteers supporting community disasters such as the Grenfell Fire or the Manchester bombings. Local Volunteer Centres play a crucial role in co-ordinating the voluntary action, they have local knowledge, resources and volunteers project management expertise.

If the Borough has a healthy, Independent and influential VCSE, the benefit can be felt by all in the community.

Vision, Themes & Aims

The United Nations defines **community development** as "a process where **community members come together to take collective action and generate solutions to common problems**. It is a broad term given to the practices of civic leaders, activists, involved citizens and professionals to improve various aspects of communities, typically aiming to **build stronger and more resilient local communities**.

The themes of this strategy come directly from this statement

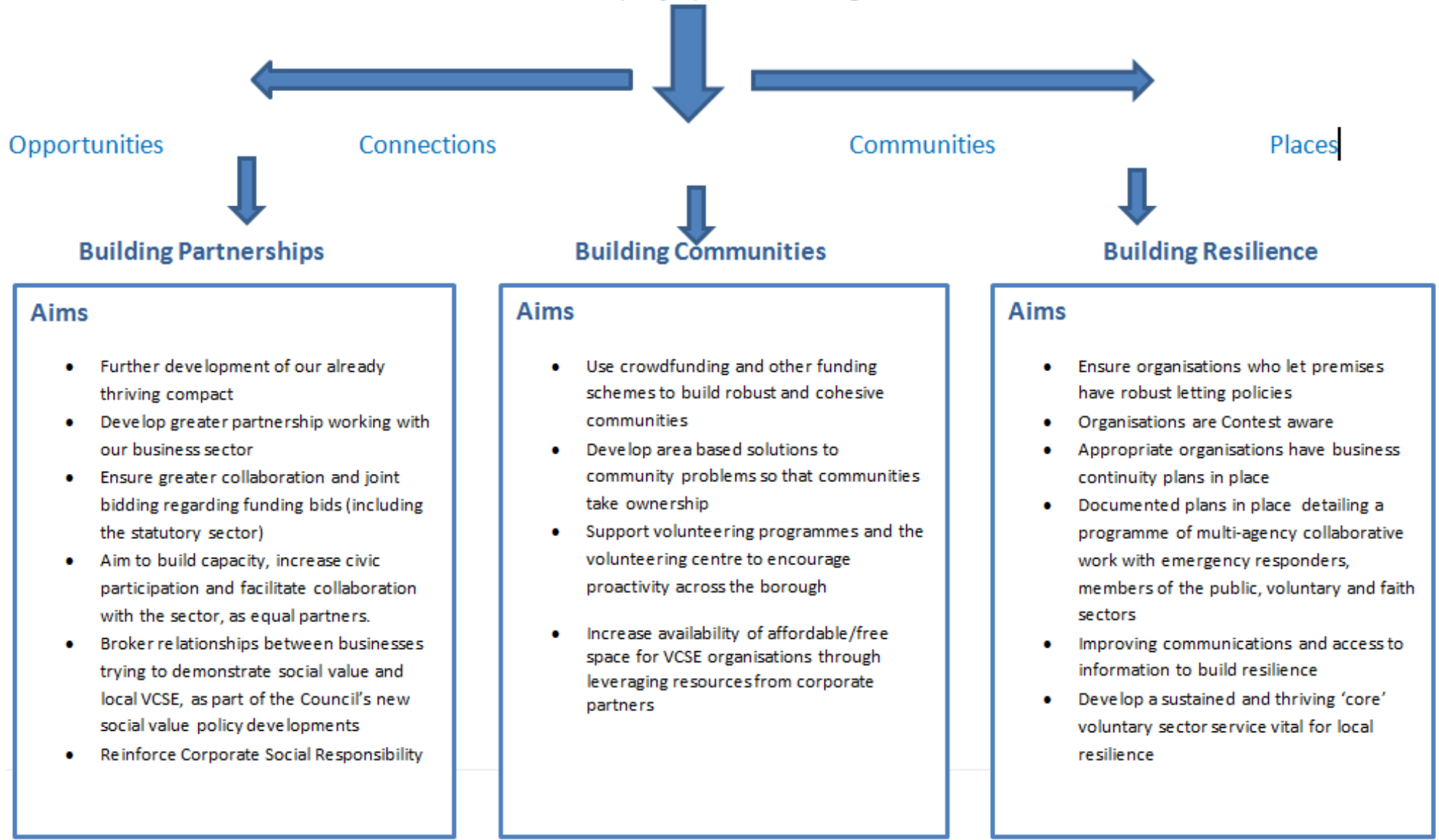
Community members come together – **Building Communities**

Take collective action and generate solutions to common problems – **Building Partnerships**

Build stronger and more resilient local communities – **Building Resilience**

Havering Voluntary and Community Sector Strategic Framework 2019/22

Vision: Cleaner, Safer, Prouder - Together



Action Plan

Aim	What we will see.....	Vision
<i>Building Partnerships</i>		<i>Theme</i>
Further development of our already thriving compact	100% attendance by statutory organisations to Compact Steering Group and Forum meetings Increased attendance with a diverse range of stakeholders at Compact Forum meetings Councillors briefed on the work of the Compact and able to champion the Compact	Communities Opportunities Opportunities / Communities
Develop greater partnership working with our business sector	Source and secure new funding and resource opportunities with our business sector Development of crowdfunding / placed based giving model Greater development and use of trusts and foundations Development of greater linkages with businesses	Opportunities Places Opportunities Opportunities
Ensure greater collaboration and joint bidding regarding funding applications and events	Cross working regarding joint bid applications Greater success in securing funding throughout the Borough The annual Havering Funding Fayre Support for annual charities day Support for Volunteering week Major funders offering bespoke support	Opportunities Opportunities Connections / Opportunities / Communities Communities Opportunities

Improving communications and access to information	Work with partners to explore digital means (such as the Good Exchange – one form for all funders) to build a strong effective social sector	Opportunities
Building Communities		
Use funding initiatives such as crowdfunding, placed based giving, local lotteries to build robust and cohesive communities	<p>Evaluate differing crowdfunding / placed based giving schemes</p> <p>Independent board to be instigated to oversee funding. This to include Council Lead Member, compact chair, other compact and statutory agency members</p> <p>Roll out of projects that promote neighbourhoods and community cohesion.</p>	<p>Opportunities</p> <p>Opportunities / Communities</p> <p>Communities</p>
Develop area based solutions to community problems so that communities take ownership	<p>Voluntary sector to be aware that funds are available through s106 funding and Social Value Act 2012 for community activities</p> <p>Promote and support the recruitment of volunteers across Havering</p> <p>Capitalise on and promote the benefits of volunteering for volunteers, in particular seeking routes into paid employment and ensuring opportunities for the vulnerable, isolated and lonely.</p> <p>Develop partnership models that create further volunteering opportunities</p> <p>Continue the recognition of volunteers and volunteering programmes and promote them throughout the borough</p> <p>Develop a community champions initiative</p>	<p>Opportunities / Connections</p> <p>Communities / Connections Opportunities</p> <p>Opportunities</p> <p>Opportunities</p> <p>Communities</p>

<p>Support volunteering programmes and the volunteering centre to encourage proactivity across the Borough</p>	<p>Local public and private sector organisations are engaged and supported to creatively deliver their corporate social responsibility agenda and actively promote employee programmes</p> <p>A model for evaluating the contribution and value of volunteers</p> <p>Local public and private sector organisations are engaged and supported to creatively deliver their corporate social responsibility agenda and actively promote employee volunteering programmes</p>	<p>Connections / Opportunities</p> <p>Communities</p> <p>Opportunities / Connections</p>
<p>Building Resilience</p>		
<p>Ensure organisations are aware of Havering's Contest (Counter Terrorism) Action Plan and actions to be taken under the four Ps of the Counter Terrorism and Security Act 2015.</p>	<p>Organisations who let premises have robust policies in place</p> <p>The Counter Terrorism Local Profile will be presented to the Compact Forum</p> <p>Contest awareness sessions</p> <p>Response and Recovery plans in place based on cyclical risk assessment to ensure we are prepared</p>	<p>Communities / Places</p> <p>Communities</p> <p>Communities</p> <p>Communities</p>
<p>Documented plans in place detailing a</p>	<p>Proactive public information campaigns</p> <p>Regular review / surveys on current community resilience issues within the Borough</p>	<p>Communities</p> <p>Communities /</p>

<p>programme of multi agency collaborative work with emergency responders, members of the public, voluntary, community and faith sector</p>	<p>Annual business plan of resilience activity</p> <p>Appropriate organisations have business continuity plans in place</p> <p>Annual training and exercising programme</p> <p>Develop core voluntary sector resilience programmes</p>	<p>Places</p> <p>Communities / Places</p> <p>Communities</p> <p>Communities</p>
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Appendix 2 - Allocation of Grant Funding from main external funders in 2018

				Enf				
				2,278,855				
			Hrw	Brn	Hgy	Wth		
			1,196,820	842,460	1,494,389	4,209,242		
Hdn	Elg	Brt	Cmd	Isl	Hck	Rdb	Hvg	
295,870	3,352,543	998,091	5,991,204	22,016,078	5,252,923	783,291	197,793	
Hns	Hms	Kns	Wst	Cty	Tow	Nwm	Bar	
538,030	2,286,343	2,372,524	6,587,661	2,141,189	6,466,200	1,068,583	602,696	
	Rch	Wns	Lam	Swr	Lsh	Grn	Bxl	
	1,184,688	2,435,629	11,881,266	7,945,878	2,955,193	2,363,029	500,980	
		Kng	Mrt	Crd	Brm			
		516,202	1,518,956	419,615	523,493			
			Stn					
			561,832					

Appendix 3 - Summary of Possible Funding Initiatives

Name of Initiative	What is does	Financial Commitments	Websites	Comments
Crowdfunding	The funding of a project or venture by raising money from a large number of people who each contribute a relatively small amount, typically via the Internet.	<p>There are two main crowd fund platforms regarding scaling up community and voluntary sector initiatives. Typical summary costs are as follows:</p> <p>Spacehive:</p> <p>Year 1 – ‘Activate’ - £30k</p> <p>Year 2 – ‘Scale Up’ - £26k</p> <p>Year 3 (and beyond) – Sustain - £19.5k per annum</p> <p>Crowdfunder Uk</p> <p>A total package</p>	<p>https://www.spacehive.com</p> <p>https://www.crowdfunder.co.uk/</p>	<p>It is worth noting that Spacehive are contracted as the GLA’s crowdfunder. The Mayor of London has pledged £1m of match funding from April 2019.</p> <p>Spacehive statistics show that 52% of projects are successful (meets funding target); this rises to 89% if a project is seed funded by a Council.</p>

		costs: £10,000 PLUS VAT and recommended optional services of £5,700 for a total of £15,700 for a 12 month program		
Place Based Giving Schemes	A partnership between communities, philanthropists, corporate donors and local organisations, local authorities and national funders that bring together resources in a collaborative way to benefit the community in a defined geographic location.	This is entirely up to a Council / Businesses. Schemes take a variety of formats. Please see	https://islingtongiving.org.uk/#site-menu-closer http://southwarkgiving.org/ http://barnetgiving.org.uk/ http://www.hackneygiving.org.uk/ https://suttongiving.org.uk/	City Bridge Trust launched a fund in April 2017 to fund Placed Based Giving Scheme £1 for every £1 donated
Local Lotteries	A local lottery that benefits good causes in a local area.	There is a small upfront fee to cover the cost of set up (£3000) plus the Local Authority Lottery License fee from the Gambling	https://www.gatherwell.co.uk/	Would have to consider whether this was viable against National Lottery Schemes.

		<p>Commission.</p> <ul style="list-style-type: none"> • The good causes do not have to pay anything. • All running costs are covered within the administration charge (18%) on ticket sales. There is no annual fee. • Marketing expenses to help grow the lottery 		
Good Exchange	Digital technology that brings multiple grants, donations and fundraising activities together and instantly matches the grant makers and donors that have money to give, with the charities and community groups that need money is where it starts.	For each bid it is 5% of the final award. For example for a successful bid of £10,000, the commission would be £500	https://thegoodexchange.com/ The Good Exchange (3 min video)	Aim of this site is that only one application needs to be completed rather than multiple ones to different funders

Professional Bid Writing	Allows the voluntary sector to access professional expertise when writing bids	An estimate received would be £6k for one day a week over a six month period.	None	
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