



# **ChangeUp London Infrastructure Development Plan**

**April 2006**

**ChangeUp**

Funded by the Home Office

# Foreword

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It is with immense pleasure that I present the first London Infrastructure Development Plan. This is the first time such a plan has ever been written. The Plan is the culmination of 18 months' work involving much of the voluntary and community sector in London and its key funders.

For infrastructure organisations, the ChangeUp programme has provided the opportunity to look at and improve the work we do to support voluntary and community organisations working directly with people to change lives, communities and society. The programme also allowed us to look at the structural needs that exist in infrastructure organisations.

This Plan has been drawn up after extensive consultation with first- and second-tier voluntary and community organisations. It was written after the borough and sub-regional plans to reflect local priorities. I want to take this opportunity to thank you all for your input.

The hard work starts now: we have until 2014 to achieve the proposals in the Plan. However, funding is limited and consultation has identified just how much needs to be done to achieve world-class infrastructure support that is accessible to all London voluntary and community organisations. The proposals need to be prioritised and implemented and funding found to support those activities. We need to keep up the call for funding to support the sector beyond 2008.

My thanks to the London Regional Consortium for steering the ChangeUp work across London, Government Office for London for chairing the Consortium and John Routledge for delivering this Plan to you.

Elizabeth Balgobin  
Chief Executive  
London Voluntary Service Council  
April 2006

ChangeUp  
London Infrastructure Development Plan  
April 2006

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# Executive Summary

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## 1 Introduction

This Plan provides a London focus on achieving the national ChangeUp objectives of modernisation, embedding quality and improving the support available to voluntary and community organisations (VCOs) and social enterprises in England. As London is home to many equalities groups, including over 40% of the Black, Minority Ethnic and Refugee (BMER) communities in the UK, this Plan addresses their needs as a priority throughout.

Links are made throughout the Plan with the work of the national ChangeUp Hubs: Performance Improvement, UK Workforce, Information and Communications Technology (ICT), Volunteering, Finance and Governance.

The Plan also addresses priorities identified by VCOs in London, including those in borough and sub-regional plans. These priorities include tackling inequalities, community development, citizenship, premises, network development, campaigning and partnerships.

## 2 Vision

**Sustainable, world-class infrastructure and capacity building support is available to all VCOs in London by 2014.**

This section outlines a vision for voluntary and community sector (VCS) infrastructure in London in 2014 under three headings:

- London VCOs will have access to effective, high quality and strategic **infrastructure services** regardless of where they are in London
- London will have a strong VCS **policy voice** to influence the key policies, services and programmes of strategic regional bodies
- all VCOs in London will have access to representative, inclusive and participative **networks** for sharing good practice, skills and knowledge

### **3 Baseline**

This section illustrates information available about the VCS in London.

Selected London statistics include:

- 40,000 VCOs, including over 26,000 registered charities
- London VCS employs over 300,000 people (6% of London's working population)
- value of volunteering in London estimated at £932 million annually
- London VCS has earned income of almost £4 billion annually
- 29% of London population (2001) is Black and Minority Ethnic (BME)
- over 3,300 social enterprises (22% of UK total)

### **4 Analysis**

This section analyses London VCS strengths, weaknesses, opportunities and threats. Evidence for this analysis includes baseline information from section 3 of this report, national VCS literature and local and sub-regional ChangeUp plans in London. The analysis considers cross-cutting and specific ChangeUp themes.

### **5 Proposals**

The proposals are intended to develop London VCS infrastructure and capacity building at regional level. The proposed actions are linked to the baseline and analysis sections of this Plan. Further work is needed to agree priorities and to generate baseline information and targets.

Some proposals are linked to cross-cutting themes whilst others are linked to specific ChangeUp objectives, such as the national Hub themes.

Overall, these proposals are intended to bring about more effective, inclusive and efficient support to front-line VCOs across London, including those set up to influence and deliver public services.

### **6 Investment**

This section summarises how ChangeUp investment in London has been made so far at local, sub-regional and regional level.

ChangeUp investment of £6.2 million was allocated to London in 2004/5. A further investment totalling nearly £6 million will be made from April 2006 to March 2008 to promote sustainable joint working in the VCS,

create economies of scale, increase effectiveness, efficiency and equity in infrastructure and support capacity building.

However, ChangeUp investment is tiny compared with the cost of providing the infrastructure support described in this Plan. To succeed, ChangeUp must persuade funders to invest in VCS infrastructure through grants, loans and procurement. ChangeUp must help VCOs to generate income through trading activity and asset development.

## **7 Equalities**

Equalities issues are addressed and embedded throughout this Plan. The Plan brings together specific ideas for ensuring that the benefits of ChangeUp reach communities that are marginalised due to age, ethnic origin, disability, faith, gender, refugee status or sexual orientation.

This Plan supports the development of specialist equalities infrastructure to support front-line VCOs with targeted services to specific communities and to provide an authentic and authoritative voice. Proposals include:

- enhancing equalities infrastructure through the sharing of expertise and back office facilities
- making mainstream VCS infrastructure services more accessible to marginalised communities and equalities VCOs

## **8 Communication**

This section summarises the LRC's communication plan, which is primarily intended to support the London Infrastructure Development Plan and communication from the LRC and its sub-groups.

## **9 Monitoring and review**

This Plan will be subject to independent monitoring and a review of aims, objectives, recommendations, targets, outcomes and milestones over the next 10 years. Major reviews will be held annually from 2006 to 2009. They will generate evidence on how far ChangeUp activity leads to improvements in VCS infrastructure and capacity building support.

## **10 Consultation**

This section outlines the consultation strategy used for this Plan, including a list of the questions that were used.

# 1 Introduction

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## 1.1 ChangeUp national

The Treasury's Cross Cutting Review of the Role of the Voluntary and Community Sector in Service Delivery (2002) recognised that the sector and Government had a mutual interest in building the capacity of VCOs. The review made a series of recommendations to strengthen the support available to VCOs.

In response, the Home Office published ChangeUp, the cross-Government framework on capacity building and infrastructure in the VCS, developed in partnership with the sector (ChangeUp definitions of 'Infrastructure' and 'Capacity Building' can be found in Appendix A: Further information on ChangeUp).

The aim of ChangeUp is that by 2014 the needs of frontline VCOs will be met by support that is:

- available nationwide
- structured for maximum efficiency
- accessible to all
- sustainably funded

and that:

- offers excellent provision
- truly reflects and promotes diversity

Implementation of ChangeUp is supported by Home Office investment of £150 million at national, regional, sub-regional and local levels. The bulk is invested in the regions to support sub-regional and local action to benefit VCOs on the ground. The aim of investment is to catalyse modernisation of VCS infrastructure to improve the sustainability, quality and reach of support available to the VCS (see links to further information in Appendix A).

## 1.2 National ChangeUp Hubs

Six national ChangeUp Hubs have been set up by consortia of VCOs to progress the aims of ChangeUp in the following areas:

- performance improvement

- workforce development
- ICT
- volunteering
- finance
- governance

### **1.3 Capacitybuilders**

In April 2006 the Home Office handed lead responsibility for ChangeUp, including £70 million investment, to a new Government appointed agency, Capacitybuilders. This new agency aims to support the VCS to achieve its full potential not just in service delivery but also in policy analysis, community development and campaigning.

### **1.4 London Regional Consortium**

A cross-sector London Regional Consortium (LRC) was set up by Government Office for London (GOL) in 2004 to oversee the development of ChangeUp, including production of this Plan (see Appendix B: List of LRC members and sub-groups).

### **1.5 London Infrastructure Development Plan**

This Plan applies a London focus to the national ChangeUp aims of modernisation, embedding quality and improving reach. It is strategic in outlook with the objective of providing coherence to the development of the VCS up to 2014.

Priorities identified by London borough and sub-regional ChangeUp Plans have informed this Plan. Local ChangeUp Plans and summaries can be accessed from the London Voluntary Service Council (LVSC) website (see Appendix A).

Much consultation has taken place on ChangeUp priorities through borough, sub-regional and regional events and through the specialist sub-groups of the LRC. Feedback from this consultation was used as the prime evidence base and source of information for this Plan.

The purposes of the Plan are to:

- set a strategy to increase effectiveness and awareness of the VCS in London
- co-ordinate actions from borough and sub-regional ChangeUp plans

- strengthen the VCS voice in regional policies and programmes
- develop infrastructure services that are most viable at regional level
- plug gaps, cut duplication and increase VCS collaboration across London
- clarify the role of public and private sector partners in VCS development

## **1.6 Business planning**

The Plan proposes setting a baseline and targets for increasing the number of VCS organisations that have a three-year business plan in place.

Competition for resources is intense and not all VCOs will succeed and grow. Robust business planning could be a major component of an effective and sustainable sector. This Plan proposes supporting organisations to develop three-year business plans, incorporating regular review, tackling equalities issues and addressing the ChangeUp themes of workforce/volunteer development, finance and funding, governance, performance, ICT and quality assurance.

## 2 Vision

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### 2.1 Infrastructure

**Sustainable, world-class infrastructure and capacity building support is available to all VCOs in London by 2014.**

London is often called a world class city, perhaps because of its size, diversity and influence on international affairs. London is different from other regions for many reasons, not least that it is almost exclusively urban. Significantly, London is home to many national VCOs, with the potential to share learning with local and regional organisations across London.

This Plan proposes the development of world class VCS infrastructure for London, building on the best practice that already exists across the capital. This section outlines a vision for VCS infrastructure development up to 2014 under three headings:

*Services* increase organisational development

*Voice* increase ability to shape policy and programmes

*Networks* increase collaboration and sharing of good practice

### 2.2 Services

**By 2014 London VCOs will have access to effective, high quality and strategic infrastructure services regardless of where they are in London.**

**This will be achieved through:**

- services that are provided as locally as possible and that offer specialised help where appropriate
- regional services that are economic and strategic and add value to local and national services
- mainstream and specialist VCS services working together to tackle inequalities

## 2.3 Voice

**By 2014 London will have a strong VCS policy voice to influence the key policies, services and programmes of strategic regional bodies\***

This will be achieved through:

- regional policy and programmes that harness the talents, vitality and diversity of the VCS
- policy influence that co-ordinates, assists and represents VCS involvement in local and national policies, including specialist influence where appropriate
- mainstream and specialist VCS policy work that effectively tackles inequalities

\* Strategic regional bodies include: Association of London Government (ALG), Greater London Authority (GLA), GOL, London Development Agency (LDA), Regional Health Authority, Learning and Skills Councils (LSC), Legal Services Commission and London Funders.

## 2.4 Networks

**By 2014 all VCOs in London will have access to representative, inclusive and participative VCS networks for sharing good practice, skills and knowledge.**

**This will be achieved through:**

- networks that build on local groups, covering neighbourhoods, boroughs, sub-regions, London region and specialist activity where appropriate
- networks that are inclusive and that collaborate, plug gaps in support and minimise duplication
- mainstream and specialist networks working together to tackle inequalities

## 3 Baseline

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**This section illustrates the information that is available for and about the VCS in London. The sources of the information below are listed in Appendix C: Acknowledgements.**

**In some areas, further mapping and research is needed to generate baselines from which to assess future progress. These areas include specialist activities such as learning, youth, drugs, homelessness and health.**

**Up-to-date baseline information will become increasingly important in supporting the VCS role in cross-sector developments, such as Local Area Agreements (LAAs), and in responding to procurement and commissioning opportunities.**

### 3.1 National

#### **Key national statistics:**

- UK charities own assets worth £66.8 billion, have an income of £26.3 billion per year and have increased in number from 153,000 in 2002 to 169,000 in 2004
- the main funders of the VCS are the public sector (38%) and the general public (35%)
- larger charities (annual income £1 million or more) are growing but small and medium-sized organisations have a shrinking income
- according to the Home Office Citizenship Survey, 27% of the population volunteer formally at least once a month
- over half (56%) of charities have an annual income below £10,000

### 3.2 London

#### **Key facts about the VCS in London:**

- there are 23,000 registered charities and at least 40,000 VCOs
- there are over 3,300 social enterprises (22% of the UK total)
- the sector employs over 300,000 people (6% of London's working population)
- the value of volunteering in London is estimated at £932 million annually

- the London VCS has earned income of almost £4 billion annually
- London Funders is a network of VCS funders that invests around £600 million in the sector each year
- the sector contributes £3 billion (3.4%) to Gross Domestic Product
- Every London borough and sub-region has, or is developing, a VCS umbrella body such as a Council for Voluntary Service (CVS)

### **3.3 Race and diversity**

#### **Key facts about race and diversity in London:**

- 29% of Londoners are BME with a further 10% from white, mainly poorer, European minority communities
- 41% of young Londoners (under 18) are BME
- 14% of young Londoners live in a lone parent family
- 42% of UK immigrants live in London
- London hosts the largest number of refugee and asylum seeker communities in the UK
- London has the largest estimated lesbian, gay, bisexual and transgender (LGBT) population in the UK
- Nearly 60% of Londoners identify themselves as Christian; more than half of Britain's Jewish and Hindu populations live in London and roughly one-third of Britain's Muslim, Buddhist and Sikh population live in London

### **3.4 Deprived communities**

#### **Key facts about deprivation in London:**

- London has 10 New Deal for Communities partnerships, five Neighbourhood Management pathfinders and 20 Neighbourhood Renewal boroughs
- 29% of social enterprises are located in the top 20% of the most deprived wards in the UK

### **3.5 Reaching marginalised communities**

There is much evidence to show that the VCS has an excellent track record in reaching marginalised groups and individuals. Evidence includes the national evaluation of European Social Fund (ESF) and regeneration programmes. Examples include organisations supporting women, BME communities, homeless people, single parents, unemployed people, faith groups, disabled people and residents in deprived areas.

Guidance for recent Government policies (including health, education, regeneration and local government) recognises this strength and encourages public bodies to make use of it when designing and delivering public services and programmes.

### **3.6 Employment**

Opportunities provided by the VCS help people move into the formal economy or from voluntary to paid employment. This is in addition to the sector being a significant employer in its own right.

### **3.7 Community cohesion**

The VCS plays a major role in community cohesion, providing the glue that holds communities together by empowering people to participate in local decision-making.

The sector provides opportunities for volunteering, which has been shown to be an effective tool in combating social exclusion. It engages diverse communities in the design and delivery of public services and programmes.

Social and community enterprise and other activities at neighbourhood level mobilise, engage and empower local people to sustain community development and cohesion.

### **3.8 Networks**

London VCS networks play a critical role in meeting the infrastructure and capacity building needs of front-line organisations. A GOL commissioned ChangeUp study (Mapping of London-wide VCS networks) reveals over 200 such networks in London. Some are nearly a century old whilst others, such as BME networks, have arisen recently to meet specific needs.

London networks provide various services and support including advice, training, influencing policy, sharing good practice, workforce development

and communication. However, research highlights potential duplication and gaps in services. Some networks are appraising their roles to ensure that duplication is minimised. Some of the gaps identified are being addressed by ChangeUp investment and proposals in this Plan.

### **3.9 Inner and Outer London funding and support**

A GOL commissioned ChangeUp study (Differences in Funding Inner and Outer London Boroughs and VCS Infrastructure) shows a mixed picture. On average, infrastructure bodies in selected Inner London boroughs are better funded than in Outer. Their total income is 36% higher and income per head of population 50% higher. However, there is much variation and when ranked by total income, seven of the top 15 boroughs are in Outer London.

The study shows that front-line VCOs receive support from a wide range of providers. The most common type of provider is the CVS, particularly in Outer London. Only 5% of VCOs in London had no contact with their CVS. In Outer London 70% say the CVS meets their support needs, compared to 29% in Inner London.

### **3.10 ICT**

In 2004 London Advice Services Alliance (LASA) surveyed VCOs from 29 boroughs. In 16, no ICT support service was available.

The survey highlighted three key issues:

- Lack of strategic understanding of ICT  
Many VCOs waste money because they buy technology in an unplanned way. They need help to draw up and implement ICT strategies and training in ICT management for non-technical staff.
- Lack of understanding of the full costs of ICT  
VCOs often underestimate the costs of ICT. One reason is that funders seldom cover ongoing ICT expenditure, which is part of core rather than project costs.
- Difficulties accessing ICT advice  
Organisations struggle to find information and support that is affordable, reliable and relevant. Many VCOs rely on volunteers for ICT support and commercial companies often have little experience of small VCOs and make inappropriate recommendations.

### **3.11 Volunteering**

The value of volunteering in London is estimated at £932 million annually. There are Volunteer Centres in 26 of the 33 boroughs, two have Volunteer Development Agencies and ChangeUp is funding pilot schemes in a further two.

Work has begun on the implementation of a national brand to be adopted by local volunteering infrastructure. To be awarded Volunteer Centre Quality Accreditation, local centres will be assessed on six core functions: marketing, brokerage, good practice, developing new opportunities (particularly for disadvantaged groups), policy work and strategic development. The national Volunteering Hub will complete rollout of the programme to provide recognisable high-quality provision throughout England.

### **3.12 Workforce development, performance improvement and governance**

There is no detailed baseline information for these three ChangeUp themes. Consultation on the draft Plan revealed high levels of interest in researching and generating information, especially for workforce development. London region LSCs and local and sub-regional studies will provide some data in the future and ChangeUp projects aim to generate further information.

An inclusive and equalities-based approach requires that relevant baseline information in all these areas must capture the current position and potential benefits for a wide variety of VCOs, including smaller and marginalised community groups on the front line.

## 4 Analysis

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**This section analyses VCS strengths, weaknesses, opportunities and threats at regional level. Evidence includes baseline information from section 3 of this Plan, the LRC sub-groups and local, sub-regional and national ChangeUp plans and reports.**

**Further detailed analysis is needed of some of the needs of specialist VCS infrastructure.**

**The complexities of London's governance, including the evolving powers of the elected Mayor, necessitate a robust VCS advocacy and public policy role at regional level. For ChangeUp to be effective, there must also be more joined up working by public bodies.**

### Cross-cutting themes

#### 4.1 Front-line benefits

Infrastructure and capacity building need to bring tangible benefits to front-line VCOs, including those that want to influence and deliver public services. Evidence suggests that some smaller organisations do not access the infrastructure support that should be available to them.

#### 4.2 Networks

Networks provide a communication tool and sense of identity for the sector. They are the most effective means of raising important campaign and policy issues based on front-line experiences. They also protect the sector from becoming no more than an agent for the delivery of public services.

Networks provide infrastructure services, such as information and representation and act as an important voice for the sector. Most network services support the diversity of front-line organisations and are accountable to members and stakeholders.

Borough ChangeUp plans have been developed by local consortia, convened by local CVSs. London CVSs have a wealth of experience at a strategic level through their work with a wide variety of local organisations.

### **4.3 Diversity and equalities**

London is fortunate to have a diverse and vibrant VCS with a wide range of support for equalities groups and specialist communities of interest. However, support is patchy and there is an urgent need for improvement in some areas, for example LGBT and women. In other cases new infrastructure is needed, for example for VCOs involved in health, community development or across faiths.

Both mainstream and specialist VCOs can be most effective when they collaborate, for example by forging links between BMER organisations and Volunteer Centres or CVSs. Mainstream VCOs can make support and services more inclusive through taking up and providing learning opportunities that increase awareness of equalities issues and the role of equalities infrastructure.

### **4.4 Policy**

Modern public policy is full of references to the VCS. Its services and influence are in demand from all sectors to help with the design and delivery of public services and to support efforts aimed at civil renewal, community cohesion and tackling social exclusion.

Influencing regional policy and strategy is a key role for regional VCS infrastructure. Policy influence requires strong research, analytical and negotiating skills and the ability to distil key policy messages from front-line VCOs. Examples of policy areas in London that need strong VCS input are ChangeUp, economic development, learning and skills, GLA Review, ALG Grants Review, children's services, NHS reforms, modernising local government, LAAs, the London Plan and the Olympics. VCS infrastructure will need more support to play an effective role in these developing areas.

The sector's campaigning role will also need support and protection, especially in an environment where many funders are moving from grant-making to commissioning or procurement.

### **4.5 Geography**

Variable infrastructure support is available at all geographical levels. There is a need to strengthen links between neighbourhood, borough, sub-regional, regional, national and international activity to provide the range of support required by front-line organisations.

Support should be provided at the most local level possible with strategic regional infrastructure that adds value to local services. This includes co-ordinated regional support for boroughs and specialist infrastructure VCOs that are struggling.

## **4.6 Collaboration and merger**

There are concerns from funders and front-line VCOs that regional infrastructure support is not always as joined up as it could be. Opportunities for increased collaboration or merger at regional, sub-regional and local level need to be grasped, including in service provision, policy development, workforce development, volunteering and regional networks.

One cost effective way of increasing collaboration is sharing back office services, thus reducing administrative costs. This can also help improve communication and encourage cross-fertilisation of ideas across different organisations, such as those delivering related services or tackling a range of inequalities.

## **4.7 Premises**

Lack of access to suitable premises is a major issue in most local ChangeUp Plans. VCOs across London need help with finding and managing affordable premises. Organisations also need support to develop premises as an asset base from which to generate income, as advocated by the Government's Local Community Sector Taskforce and by the Minister for Communities, David Miliband in his speech of 12 October 2005.

Nationally co-ordinated support for community owned and managed assets is provided by a number of organisations including Community Matters, Development Trusts Association, Ethical Property Foundation and English Partnerships.

## **4.8 Cross-sector partnerships**

VCOs working in cross-sector partnerships need the same support as their public and private sector partners if they are to make an effective contribution. This is particularly true for partnerships that are responsible for VCS funds and public services, such as Neighbourhood Renewal and Local Strategic Partnerships (LSPs). LVSC's research on the VCS and LAAs shows a clear link between the level of VCS involvement and investment in local infrastructure.

The challenges of providing effective knowledge management and information resources for VCOs involved in partnerships need further exploration and analysis.

In addition, a lack of sustainable public sector funding of community development could undermine the involvement of community groups and the wider sector in local governance, LSPs and LAA development.

## **4.9 Media services**

The urban jungle of information for and about the sector in London is difficult for front-line organisations to access. A new VCS media service for sharing and distilling relevant information may help to make it more accessible.

## **4.10 Citizenship**

Many VCOs support citizens to play an active role in civic life and to have a say on how public services are delivered. Support is often delivered using a community development approach to empower people to influence decisions made about their everyday lives.

For citizens to make effective contributions to local planning, public services and partnerships, they need access to learning opportunities to develop the wide range of skills and knowledge that they need. This is particularly true for the communities served by smaller and more marginalised VCOs.

## **Analysis of ChangeUp themes**

### **4.11 Funding and finance**

Most of the funding available to support VCS infrastructure is short-term, unreliable and at the discretion of public bodies. Even basic support and advice is not available in all boroughs, making it a postcode lottery on whether front-line organisations can get the assistance they need.

Some important infrastructure funding sources are ending, for example the Single Regeneration Budget and Community Empowerment Fund. Others, such as the ESF, are set to decline in the future. This makes it essential for the sector to influence new funding programmes and generate new sources of income, including contracts, trading activity and community and social enterprise. The national Finance Hub aims to address some of these issues.

A move from grants to procurement by funders may increase longer-term funding for some VCOs. Others, however, may find it more difficult to access funds. Commissioning may mean there is less scope for innovation, especially in smaller, campaigning and equalities groups. So, there is a continuing need for grant funding. Increased collaboration between smaller groups, with support from larger VCOs, may increase their chances of fundraising or winning contracts.

As grants for core infrastructure services decline, it is essential for the VCS to adopt Full Cost Recovery (FCR) models when bidding for contracts to deliver services. FCR entails accurately pricing activities so that contracts make an appropriate contribution to the core costs that enable organisations to function effectively.

Community Development Financial Institutions lend and invest in deprived areas and underserved markets that cannot access mainstream finance. They are independent organisations that provide financial services with two aims: to generate social benefits and financial returns. Some offer loans, others provide equity investment, a few offer both. Their customers include individuals and micro, small and social businesses.

Support is also available in fundraising and community accountancy. There is scope to develop this further and to explore potential new initiatives such as group discount and purchasing schemes, ethical procurement and green purchasing.

#### **4.12 ICT**

Effective use of ICT is crucial but many VCOs experience difficulties in making the best use of the technology. Part of the problem is the cost of equipment and services. There is also a need for more support for ICT management and strategy, including use of FCR in contracts.

Lack of access to ICT is especially pronounced among some equalities groups including those supporting BME communities, women and faiths.

The national ICT Hub will provide some support but practical help is most needed at local and sub-regional levels.

The London ChangeUp ICT Project identifies the main support needs as:

- ensuring that the London VCS uses ICT to its full potential and has access to appropriate support
- co-ordinating ICT initiatives across London, evaluating outcomes and informing future planning and development
- supporting the sustainability of ICT projects in sub-regions
- building the profile of the London VCS ICT project regionally and nationally

#### **4.13 Workforce development**

Employees and volunteers are the greatest asset of VCOs. As the sector expands, the need for advice and support on employing, training and retaining staff and volunteers is growing. Regional strategy and co-ordination is required to maximise support to the VCS across London.

Many VCOs and social firms struggle to meet the cost of specialist learning, including for disabled people, trustees and volunteer managers. The sector needs to develop flexible modes of learning, such as mentoring, shadowing, secondment and action learning.

More and better community development learning opportunities are needed to ensure that learning achieves empowered, well-connected and cohesive communities.

There is a perceived lack of capacity within VCS networks to provide employment and workforce development advice and a lack of understanding of National Occupational Standards.

#### **4.14 Performance improvement**

Infrastructure support helps VCOs improve their performance, for example through increasing knowledge and skills. London work on performance improvement will include baseline mapping and will be linked to the national Performance Improvement Hub.

Some organisations will need to develop and implement performance management tools and quality control systems, such as Investors in People and PQASSO, especially when contracting to deliver services.

#### **4.15 Governance**

The support available to trustees and for improving governance, although limited, needs to be mapped to identify good practice, barriers and gaps.

Specialist VCOs need regionally co-ordinated support with governing documents and legal structures. New legal forms are being developed, including the Community Interest Company, designed for social enterprises that want to apply their profits and assets for the public good.

Organisations will also need support in road testing Good Governance: A Code for the Voluntary and Community Sector, which has been endorsed by the national Governance Hub.

#### 4.16 Social enterprise

The growing popularity of social enterprise (trading with social purposes) demands that specialist support is available. This may require a sub-regional framework to co-ordinate business support, supported by Social Enterprise London (SEL), LDA, London Business Support Network. The LDA has appointed Serco Group plc to provide an information, diagnostic and brokerage service to social enterprises and VCOs in London. This service will provide information on starting up a business and the resources available.

Not all business support organisations have the knowledge and skills to support VCS-led social enterprise, particularly at the local level. There is therefore a need to ensure that future social enterprise support reaches diverse local organisations.

#### 4.17 Priority service areas

The following have been identified as priority service areas:

- **Homelessness day care** Day-care centres in London provide an excellent service to homeless people but have no dedicated funding. Their sustainability and effectiveness is threatened by a constant struggle to raise funds from a variety of sources.
- **Community safety** Smaller VCOs that are close to communities and marginalised groups often do not have the capacity to engage constructively with people most likely to break the law.
- **Older people's health and social care** Many VCOs are involved in health and social care services, probably more than in any other public service area. With increased capacity, more organisations could be more involved in commissioned services, including small and marginalised organisations.
- **Parenting support** Most parenting support available through VCOs is aimed at or accessed by mothers and children. Less support is available for fathers, particularly from BME communities.

#### 4.18 Volunteering

Harnessing the efforts of volunteers is part of the essence of the VCS. Every VCO has a voluntary managing body. Government policies to support volunteering include a national Hub that aims to ensure that support to volunteers is consistent across the country.

In London, there are many volunteering support agencies but there are concerns that some do not engage as effectively as they could with BMER communities. This means that BMER VCOs do not access volunteer skills and training as much as they might.

# 5 Proposals

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**This section outlines proposals for the development of London VCS infrastructure and capacity building at regional level.**

## 5.1 Introduction

The proposed actions are informed by information gathered for the Baseline and Analysis sections of this Plan. Some are linked to cross-cutting themes, such as equalities. Others are linked to specific ChangeUp themes, such as workforce development.

Further work is needed to generate priorities, baseline information and targets, including for specialist VCOs.

Some of the proposals are linked to ChangeUp projects running this year, as described in the Investment section of this Plan. For those that are not, priorities, costs and timetables will need to be set as part of future Plan reviews.

## 5.2 Overall objective

These proposals are intended to bring about more effective, inclusive and efficient support to front-line VCOs across London, including those set up to influence and deliver public services.

## Cross-cutting proposals

### 5.3 Front-line benefits

- Link investment in infrastructure to tangible benefits and outcomes for front-line VCOs, including those seeking to influence and deliver public services.
- Set targets to increase the number of London VCOs that have a three-year business plan in place, among those accessing capacity building and business support.

## **5.4 Diversity and equalities**

- Increase support to VCOs dealing with equalities and specialist communities by strengthening their infrastructure.
- Develop new infrastructure where there is none, in areas such as health, community development and faiths.
- Increase collaboration between mainstream, equalities and specialist infrastructure including CVSs, volunteer agencies, regional networks and BMER VCOs.
- Increase access of equalities groups to mainstream VCS infrastructure support; set targets and monitor outcomes.
- Increase access to specialised social enterprise knowledge.
- Review existing research on equalities and diversity to avoid repetition and maximise resources for action and implementation.
- Review, monitor and evaluate this Plan to assess the impact of proposals on equality and diversity issues.

## **5.5 Policy**

- Strengthen the regional VCS policy role to influence design and delivery of public services, civil renewal, community cohesion and tackling social exclusion.
- Strengthen the regional VCS policy role to influence the strategy and actions of major London public and private institutions.
- Establish clear lines of communication between grass roots, local and sub-regional VCOs to give them a stronger voice in regional policy.

## **5.6 Geography**

- Strengthen communication at regional level and increase collaboration between neighbourhood, borough, sub-regional, regional, national and international VCOs.
- Restructure regional support to be more strategic, adding value to and co-ordinating local infrastructure development.

## **5.7 Collaboration and merger**

- Increase and support bottom-up VCS collaboration at regional level, in services, policy work, volunteer support and networks.
- Support more organisations to share back office services.

## **5.8 Premises**

- Increase support to VCOs to identify and manage suitable, affordable premises and to develop premises as an asset base and income generator.

## **5.9 Cross-sector partnerships**

- Increase regional support and co-ordination to VCOs in cross-sector partnerships so they can make more effective contributions, for example to LSPs, neighbourhood renewal and LAAs.
- Explore the challenges of knowledge management and information resources for VCOs involved in partnerships work; carry out a needs analysis.

## **5.10 VCS networks**

- Regularly review networks to ensure they meet the needs of and adequately represent the diverse front-line organisations they support.
- Set up an independent pan-London CVS to support and represent local CVSs, including their contribution to London policies and programmes.

## **5.11 Media services**

- Explore the idea of a new VCS media service for sharing information and build on existing support such as the Community Channel.

## **5.12 Citizenship**

- Increase support for citizens to make effective contributions to local planning, public services and partnerships through learning opportunities, community development and empowerment for smaller and marginalised VCOs and the communities they serve.

## **ChangeUp theme proposals**

### **5.13 Funding and finance**

- Address the variations in local infrastructure through campaigning for a publicly funded minimum level of support.
- Increase support to organisations moving from grants to commissioning and procurement.
- Protect and campaign for VCOs at risk of exclusion without grants.
- Increase support to influence funding programmes, cover core costs, generate income and trade.
- Encourage other forms of asset management such as community endowments and venture capitalism.
- Increase support from community accountancy.
- Explore the potential for group discount and purchasing schemes, ethical procurement and green purchasing.

### **5.14 ICT**

- Establish and develop a London network of circuit riders (mobile support workers) to share and develop best practice.
- Facilitate support by sub-regional ICT development workers.
- Establish relationships with funders and potential partners.
- Access regional funding and resources.
- Ensure support reaches smaller and marginalised VCOs, including telephone and hands-on help.

### **5.15 Workforce development**

- Embed a structure and strategy for workforce development in the London VCS, based on collaboration through a strong regional partnership, supported by sub-regional and local networks.
- Target funding to support the Regional Workforce Development Advisor post after September 2006.
- Work with and influence stakeholders and funders to promote greater responsiveness to the needs of the workforce.
- Increase support in recruitment, employment and retention of staff and volunteers.

- Support the workforce to increase its skills through, flexible and innovative learning and training, including specialist learning for marginalised groups.
- Build the capacity of a range of organisations to provide training and learning, in partnership with other VCOs, LSCs and the LDA.
- Extend community development support and training to marginalised groups not fully reached by VCS, public and private providers.
- Increase the quality and supply of research and data to better inform workforce development interventions in London.

### **5.16 Performance improvement**

- Support performance improvement through mapping existing provision, outreach, then increasing knowledge, skills, performance management and quality systems.

### **5.17 Governance**

- Map available governance support to identify good practice, barriers and gaps.
- Increase regional co-ordination, outreach and practical support for specialist and equalities VCOs, supporting suitable governing documents and structures.
- Road test the national Code of Governance with VCOs in London.
- Explore the feasibility of a regional or sub-regional chairs' network.

### **5.18 Social enterprise**

- Build effective support and networks to establish specialist advice provision for social enterprise, linked to wider VCS and business support including SEL.
- Encourage the social enterprise model for delivering improved public services.

## **5.19 Priority service areas**

- Homelessness  
Support day-care centres to provide sustainable services to vulnerable and homeless people in London, linked to housing advice to prevent homelessness.
- Community safety  
Build the capacity of smaller VCOs to engage with people most likely to break the law.
- Older people's health and social care  
Build the capacity of VCOs, including smaller and more marginalised groups, to increase their likelihood of being commissioned to provide services for older people.
- Parenting support  
Provide targeted support to VCOs working with fathers, particularly from BME communities.

## **5.20 Volunteering**

- Map and increase the volunteer support services reaching BMER communities.
- Improve communications across volunteering agencies, statutory bodies and front-line organisations.
- Raise the profile of local and regional infrastructure support for volunteer-involving VCOs.

# 6 Investment

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**This section summarises how ChangeUp investment in London has been made so far.**

## 6.1 Introduction

ChangeUp investment of £6.2 million was allocated to London in 2004/05. A further investment totalling nearly £6 million will be made from April 2006 to March 2008. This will support sustainable joint working in the VCS and create economies of scale, effectiveness, efficiency and equity in VCS infrastructure and capacity building.

However, ChangeUp investment is tiny compared to the cost of providing the infrastructure support proposed in this Plan. To succeed, ChangeUp must persuade funders to invest in VCS infrastructure and capacity building through grants, loans and the procurement of services. ChangeUp must also help VCOs to generate more income through increased trading activity and assets.

## 6.2 Local and sub-regional investment

The LRC has commissioned consortia led by CVSs in each London Borough and the five sub-regional CVS Networks to develop local and sub-regional ChangeUp plans. These were submitted to the LRC in October 2005 and have informed the contents of this regional Plan.

Around £4 million of the £6.2 million ChangeUp investment for 2005/06 was allocated evenly across London to borough and sub-regional consortia, including the £600,000 ICT budget. The money was used to develop local ChangeUp plans and deliver a variety of infrastructure and capacity building projects prioritised by local consortia. Some local and sub-regional projects also benefited from ChangeUp early spend and capital programmes (see below).

To access copies of sub-regional and borough ChangeUp plans, including summaries, go to ChangeUp/Borough and Sub Region Plans on the LVSC website (see Appendix A).

### 6.3 Early spend, capital and research investment

The following projects were funded in 2005/06 to progress early priorities identified by the LRC. Findings have informed further investment and proposals in this Plan. Further information is available on the GOL website (see Appendix A).

#### 6.3.1 ChangeUp early spend

<b>Accountable body</b>	<b>Project</b>
<b>Ealing CVS</b>	Study to establish scope and potential for community services co-op.
<b>Faithworks</b>	Map all faiths to establish consortium of specialist VCS support.
<b>Haringey CVS (HAVCO)</b>	Research VCS infrastructure in Haringey to close gaps and improve co-ordination.
<b>Islington CVS (IVAC)</b>	Develop website as a one-stop shop for the VCS in central London.
<b>LASA</b>	Develop business plan for London ICT circuit rider programme.
<b>LVSC</b>	Identify barriers to small VCOs dealing with multiple funders.
<b>Race on the Agenda</b>	Analysis of second-tier BME groups mapped to wider infrastructure.
<b>Scarman Trust</b>	Promote and market the Can Do Exchange.
<b>Toynbee Hall</b>	Feasibility study of three VCOs sharing back office functions.
<b>Camden CVS (VAC)</b>	Pilot programme to acquire premises and run as community asset.
<b>Voluntary Sector Resource Agency Hammersmith and Fulham</b>	Model sustainable BME network in Hammersmith and Fulham.
<b>Wandsworth Community Empowerment Network</b>	Map and meet gaps in VCS infrastructure support in Wandsworth.

### **6.3.2 Capital programme**

Around £1.3 million of the £6.2 million in 2005/06 was invested in capital projects. The LRC invited capital proposals from VCOs late in 2004 and several local, sub-regional and regional projects started in 2005. Most of these projects have improved VCS buildings, updated ICT equipment or developed databases.

### **6.3.3 Research**

The following ChangeUp research projects were commissioned by GOL in 2005/06 and have helped to inform the content of this Plan:

- capacity building and infrastructure needs of BMER VCOs
- differences in funding and infrastructure between inner and outer London boroughs
- forecasting and trends analysis
- mapping of London-wide networks

## **6.4 Regional investment**

In 2005/06 the LRC invested around £1 million in strategic regional projects linked to national ChangeUp themes and emerging London priorities. Members of the LRC sub-groups (listed at Appendix B) generated ideas for most of these projects.

Other projects were generated by organisations with specialist knowledge of VCS activity not covered by the LRC. In addition, a number of the early spend and capital projects were funded at regional level and the ICT project includes investment in regional co-ordination.

Further details of regional projects funded by ChangeUp in 2005 are given at Appendix D.

## **6.5 Investment from April 2006 to March 2008**

Decisions on most of the London ChangeUp investment of nearly £6 million for this period will be made by Capacitybuilders, a new national agency set up by the Home Office. Around £1 million is in the form of a continuation fund enabling local, sub-regional and regional ChangeUp consortia to work up projects to continue into 2006/07.

Decisions on the rest of the investment (nearly £5 million) will be steered by Capacitybuilders. The agency's strategy for 2006, Fit For Growth

(published on the Capacitybuilders website – see Appendix A), includes investment in developing ChangeUp consortia, encouraging investment in infrastructure through demonstrating its benefits, improving the reach of infrastructure services and developing funding sources for capacity building. There may be additional investment in London from the national ChangeUp Hubs and from national funds for priority public services.

# 7 Equalities

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## 7.1 Introduction

London is home to a large proportion of equalities groups and individuals, including over 40% of the BMER communities in the UK. For this reason, this Plan addresses their needs as a major priority throughout, rather than through a separate section.

## 7.2 Reaching marginalised communities

This Plan brings together several specific ideas for ensuring that the benefits of ChangeUp reach communities that are marginalised due to age, ethnic origin, disability, faith, gender, refugee status or sexual orientation.

Many individuals experience inequalities through being a member of more than one of these communities and may be further marginalised by other factors such as homelessness, learning difficulties, unemployment and poverty.

## 7.3 Support for front-line VCOs

This Plan supports the development of specialist, equalities infrastructure to support front-line VCOs. This is particularly important for providing targeted services to specific communities and for ensuring that they have an authentic and authoritative voice.

This Plan includes proposals for enhancing equalities infrastructure through sharing expertise and back office facilities.

## 7.4 Infrastructure and capacity building

The proposals are intended to make mainstream VCS infrastructure services more accessible to marginalised communities and equalities VCOs.

One specific recommendation is that all VCS infrastructure and capacity building agencies agree to make their services and activities accessible to smaller and marginalised VCOs. This could be achieved through a combination of learning, targets for service provision and collaboration between infrastructure organisations.

Both mainstream and equalities VCS infrastructure and capacity building could be enhanced through greater collaboration, including learning between networks.

This Plan notes the Home Office commissioned Strategy Paper on Mainstreaming Diversity within the ChangeUp Programme (January 2006) and the proposal to build a framework for equality-proofing ChangeUp plans. The paper also suggests that the new Capacitybuilders agency should help VCOs to share good practice and consider producing guidance on mainstreaming equalities for Hubs and consortia.

## **7.5 Links to other work**

Equalities and diversity proposals in this Plan need to be linked to other work on equalities, including that carried out by the new single equalities body, Commission for Race Equality, Disability Rights Commission and Equal Opportunities Commission.

## **7.6 Review**

Future reviews, monitoring and evaluation of this Plan will assess the impact of actions on equality and diversity issues.

# 8 Communication

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**This section summarises the LRC’s communication plan, which is primarily intended to support the London Infrastructure Development Plan (LIDP) and communication from the LRC and its sub-groups.**

## 8.1 Introduction

The communication plan aims to:

- create a funding environment that enables the implementation and sustainability of the LIDP priorities
- create a service environment where front-line organisations take up infrastructure support to improve their effectiveness.

The communication plan is part of the on-going work of the LRC which is taking this forward through a time-limited task group.

## 8.2 Key messages

There are misconceptions that may have led to the VCS being perceived as always complaining and begging for money. The LIDP is a clear demonstration of Government policy being delivered across London, locally, sub-regionally and regionally.

- The LRC is committed to using ChangeUp to assist in removing barriers to effective and efficient services
- The VCS is crucial to the social infrastructure of London because the VCS changes lives
- The VCS assists statutory and other public service agencies to deliver
- The VCS infrastructure organisations exist to help front-line and delivery organisations to do a better job by lobbying, campaigning and advocating for change on the way that things are done
- The LIDP provides an opportunity for better co-ordination on funding priorities and new opportunities for partnership working
- The VCS in London is made up of over 40,000 groups, representing 6% of the London workforce, operating to positively impact on the social, economic and environmental bottom lines in London and beyond

### **8.3 Target audience**

The communication plan identifies a number of key audiences including generalist, specialist and marginalised VCS organisations as well as funders and decision makers.

The communication plan identifies allies and those that need convincing of the benefits of aligning themselves with the LIDP to remove the barriers to effective service delivery.

The communication plan identifies the channels of communication appropriate to each of the audiences identified and the key messages relevant to that audience.

### **8.4 Review**

The communication plan will be reviewed every six months by a task group of the LRC. This group will monitor progress against the action plan and adjust as necessary to achieve the two overall aims.

# 9 Monitoring and Review

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## 9.1 Timescales

The operating and cultural environment for VCOs changes at a very fast pace. This Plan will therefore be subject to regular independent monitoring and a review of aims, objectives, recommendations, targets, outcomes and milestones over the next 10 years. Thorough reviews will be held at least annually from 2006 to 2008.

Capacitybuilders is now up and running, with responsibility for two years of ChangeUp funding from April 2006 to March 2008. The first review of this Plan will take place in 2006 to ensure that it takes account of any changes to national priorities and programmes. At the same time, the review will ensure a good fit with local and sub-regional ChangeUp plans in London.

## 9.2 Focus

Monitoring and review arrangements will focus on generating targets and baseline evidence on how far ChangeUp activity and investment has led to improvements in:

- performance
- workforce development and leadership
- governance
- ICT
- recruiting and developing volunteers
- financing VCS activity

Indicators will also be needed to gauge the Plan's impact on VCO survival rates, community development, campaigning and influencing policy.

Arrangements will include specific monitoring, evaluation and review of the impact and benefits of ChangeUp on front-line VCOs, including small and marginalised groups.

## 9.3 Evaluation

LVSC has commissioned consultants to evaluate London ChangeUp processes and to produce an evaluation framework for future activity. Their report will be available in June 2006.

# 10 Consultation on the Plan

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## 10.1 Introduction

The draft version of the London Infrastructure Development Plan for Change Up in London was published on 15 November 2005. Views on the Plan were sought until 3 March 2006. The Plan was revised in the light of comments received.

## 10.2 Who responded to the draft Plan?

Nearly 300 individuals and organisations with an interest in the VCS in London contributed their views. Two priority audiences were:

- a diverse range of VCOs in London including front-line organisations delivering and influencing services, second-tier organisations supporting the front-line and regional, sub-regional and local VCOs and networks
- public and private sector bodies with an interest in the VCS, including those involved in cross-sector partnerships such as LSPs, funders, procurers of VCS services and officers and staff with an interest in VCS development

## 10.3 How did the consultation happen?

A number of events were held over the consultation period, including three cross-sector regional events and workshops at other events linked to ChangeUp themes and equalities. Facilitated workshops were run at local and sub-regional events in central and south London.

Over 1,000 individuals and organisations were sent a copy of the draft Plan or told how they could obtain one. It was posted on the LVSC website and copies were provided by email or post on request.

## 10.4 London ChangeUp consultation events

The following consultation events took place between November 2005 and March 2006:

- Launch, 28 November 2005
- Equalities, 14 December 2005

- London Funders, 16 January 2006
- Central London, 9 February 2006
- South London, 13 February 2006
- Regional, 2 March 2006
- London Community Development Network, 14 March 2006

## 10.5 Consultation questions

General and specific comments were welcomed, including on specialist VCS infrastructure and capacity building. Responses to the questions below were particularly encouraged as they were linked to particular sections of the draft Plan.

## Consultation Questions by Plan Sections

### 1. London Infrastructure Development Plan

Are there other reasons why London needs a VCS capacity building and infrastructure plan?

### 2. Vision

- 2a) Does this Section capture the right vision for VCS infrastructure and capacity building in London?
- 2b) Is there a vision for infrastructure services, policy voice and networks you would like to see prioritised at regional level and why?

### 3. Baseline

- 3a) Does this baseline information capture the main features of the VCS in London?
- 3b) Is further baseline information needed to track progress of VCS infrastructure and capacity building development across London?

#### **4. Analysis**

- 4a) Does the analysis capture the main issues facing the VCS in London?
- 4b) Is further analysis needed to understand VCS infrastructure and capacity building needs across London?

#### **5. Proposals**

- 5a) Will these proposals improve support for front-line VCOs in London?
- 5b) Which three proposals should be the highest priority and why?
- 5c) What further proposals are needed to develop VCS infrastructure and capacity building across London?

#### **6. Investment**

What should be the top three priorities for ChangeUp investment in London from 2006 to 2008?

#### **7. Equalities**

- 7a) Do you agree with the approach of embedding and prioritising equalities issues throughout this Plan?
- 7b) Are there additional proposals that could help tackle inequalities in this Plan?

#### **8. Monitoring and Review**

Which three indicators will best show whether or not VCS infrastructure and capacity building support is improving for front-line VCOs over the next 10 years?

#### **9. Other**

***Please tell us here of any other comments you would like to make on this Plan that are not covered by the questions above.***

# Appendix A

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## Further information on ChangeUp

### ChangeUp definitions of infrastructure and capacity building

#### Infrastructure

The physical facilities, structures, systems, relationships, people, knowledge and skills that exist to support and develop, co-ordinate, represent and promote front-line organisations thus enabling them to deliver their missions more effectively.

#### Infrastructure organisations

Sometimes called umbrella, second-tier or intermediary organisations. Their primary purpose is to provide infrastructure functions or services (support and development, co-ordination, representation and promotion) to front-line organisations.

#### Capacity building

Empowering activity that strengthens the ability of VCOs to build their structures, systems, people and skills so that they are better able to:

- define and achieve their objectives
- engage in consultation and planning
- manage projects
- take part in partnerships, social enterprise and service delivery

### Website links to further information on ChangeUp

#### National ChangeUp

- HM Treasury's 2002 Cross-cutting Review of the Role of the Voluntary and Community Sector in Service Delivery:  
[www.hm-treasury.gov.uk/spending\\_review/spend\\_ccr/spend\\_ccr\\_voluntary/ccr\\_voluntary\\_report.cfm](http://www.hm-treasury.gov.uk/spending_review/spend_ccr/spend_ccr_voluntary/ccr_voluntary_report.cfm)

- Capacitybuilders: [www.capacitybuilders.org.uk](http://www.capacitybuilders.org.uk)
- ChangeUp national portal: [www.changeup.org.uk](http://www.changeup.org.uk)
- National ChangeUp Framework (Home Office):  
[www.communities.homeoffice.gov.uk/activecomms/supp-vcs/changeup/](http://www.communities.homeoffice.gov.uk/activecomms/supp-vcs/changeup/)
- National Council for Voluntary Organisations:  
[www.ncvo-vol.org.uk/changeup](http://www.ncvo-vol.org.uk/changeup)
- National Association of Councils for Voluntary Service:  
[www.nacvs.org.uk/resources/changeup/](http://www.nacvs.org.uk/resources/changeup/)

### **National Hubs**

- Governance: [www.governancehub.org.uk](http://www.governancehub.org.uk)
- Volunteering: [www.volunteering.org.uk/aboutus/volunteeringhub/](http://www.volunteering.org.uk/aboutus/volunteeringhub/)
- Performance Improvement: [www.performance-improvement.org.uk](http://www.performance-improvement.org.uk)
- UK Workforce: [www.ukworkforcehub.org.uk/](http://www.ukworkforcehub.org.uk/)
- Finance: [www.cafonline.org/policy/](http://www.cafonline.org/policy/)
- ICT: [www.ictconsortium.org.uk](http://www.ictconsortium.org.uk)

### **ChangeUp in London**

- LVSC: [www.lvsc.org.uk/changeup](http://www.lvsc.org.uk/changeup)
- GOL: [www.gos.gov.uk/gol/People\\_sustain\\_comms/VCS/Changeup\\_London/](http://www.gos.gov.uk/gol/People_sustain_comms/VCS/Changeup_London/)
- LASA: [www.lasa.org.uk/londonchangeup](http://www.lasa.org.uk/londonchangeup)

### **Ethnicity and Religion**

- Indicators from the 2001 census:  
[www.statistics.gov.uk/census2001/profiles/H-A.asp](http://www.statistics.gov.uk/census2001/profiles/H-A.asp)
- Focus on religion: [www.statistics.gov.uk/focuson/religion/](http://www.statistics.gov.uk/focuson/religion/)

### **Social Enterprise**

- Small Business Service: [www.sbs.gov.uk/](http://www.sbs.gov.uk/)

# Appendix B

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## London Regional Consortium members and sub-groups

GOL convenes the LRC to establish which areas and activities need developing to bring London's VCS infrastructure in line with ChangeUp aims.

The following organisations are represented on the Consortium:

Age Concern London  
Arts Council England  
Association of London Government  
Big Lottery Fund  
Black Training and Enterprise Group  
Bridge House Trust  
British Association of Settlements and Social Action Centres  
City Parochial Foundation  
Community Service Volunteers  
Consortium of LGBT VCS Organisations  
Faithworks  
Greater London Action on Disability  
Greater London Volunteering  
London Action Trust  
London Advice Services Alliance  
London Chinese Community Network  
London Churches Group Executive  
London Civic Forum  
London Development Agency  
London Funders  
London Voluntary Service Council  
London West Learning Skills Council  
Migrant Organisations Development Agency  
North East London Strategic Health Authority  
Off the Streets and Into Work  
Race On The Agenda  
Scarman Trust  
Social Enterprise London  
South London CVS Partnership  
Sport England  
Women's Resource Centre

## **LRC sub-groups**

Much of the detailed work of the LRC is carried out by sub-groups convened by members of the Consortium with relevant specialist knowledge: Advice, London Infrastructure Development Plan, BMER/Faith/Equalities, Community Development/Volunteering/Citizenship and Governance, Funders, ICT, Priority Service Areas, Workforce Development and Performance Improvement, Social Enterprise/Private Sector and VCS Finance.

# Appendix C

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## Acknowledgements

This Plan was drafted by John Routledge, ChangeUp Co-ordinator at LVSC on behalf of the LRC for ChangeUp. Many organisations and individuals contributed information and ideas to this Plan. Thanks are due to them all but they are too numerous to list here.

With apologies for anyone who is left out, the following organisations provided the key support ideas and information for this draft Plan:

Association of London Government  
Councils for Voluntary Service in London  
Government Office for London  
Home Office  
Homeless Link  
Janice Needham and Joan Barclay  
Kamila Zahno and Associates  
Learning and Skills Councils  
London Advice Services Alliance  
London Churches Group  
London Development Agency  
London Funders  
London Regional Consortium and Sub-Groups  
London Voluntary Service Council  
National Association of Councils for Voluntary Service  
National ChangeUp Hubs  
National Council for Voluntary Organisations  
Office for National Statistics  
Office of the Deputy Prime Minister  
Social Enterprise London  
Volunteering England

# Appendix D

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## London regional ChangeUp projects

Regional projects funded by London ChangeUp in 2005/6

### Theme

### Summary of Project

#### Equalities

LGBT: Development of infrastructure support for the LGBT VCS. 1: Establish a working group of strategic funders and LGBT organisations. 2: Map LGBT infrastructure services; feasibility study for a shared social action centre based on social enterprise principles.

Equalities Hub: Feasibility study on sharing of premises by equalities (and possibly mainstream) infrastructure organisations to share back office services, pool resources and provide services to organisations working with more than one equality group.

Women's Resource Centre: Enable WRC to become an accredited training centre to improve the efficiency and effectiveness of the women's VCS infrastructure. Initial focus: management and leadership, gender impact assessment, procurement and contracting.

Faith Forum: a) Feasibility study for a pan-London Faith Forum creating a representative single point of contact and fostering an environment that encourages partnership, mutual respect and the sharing of best practice in community engagement between faiths at all levels; b) Create a framework for future development of the Faith Forum with specialist infrastructure organisations; c) Plan for the future long-term sustainability of the Forum.

BME Infrastructure Sub-Regional Framework: Support local BME infrastructure VCOs through a sub-regional BME network, linked to existing networks. To enable BME groups to engage more effectively in development of

## Theme

## Summary of Project

ChangeUp, increase capacity of BME groups, increase BME influence on sub-regional policy and link BME groups and networks across London.

Race Equality Councils (RECs): To map REC activity across London, including engagement with statutory bodies and VCOs. First stage is feasibility study of pan-London network for RECs.

### Priority service areas

Community Safety: Help build the capacity of small to medium VCOs to engage constructively with those most likely to break the law, through delivery of training and production of a toolkit.

Homelessness: Developing an invest to save methodology to help overcome complex and unreliable funding arrangements for day-care centres in London.

Parenting: Develop a learning programme for VCOs providing support to families with children, particularly BME fathers.

Older People's Health: Support to local VCOs involved in the NHS commissioning of services.

### ICT

LASA is working with London CVSs, LVSC and Race on the Agenda to improve ICT support for VCOs across London, largely through sub-regional development workers.

### Social enterprise (1)

Create a new network of VCOs with a focus on homelessness that are interested in supporting their work through enterprising activity. Offer support in the form of information, training, peer learning, business advice and evaluation. The purpose of this activity is to enable organisations that are interested in the social enterprise model to become more sustainable and better informed.

### Social enterprise (2)

Project to promote and explore how to increase social enterprise support for BME VCOs.

## Theme

## Summary of Project

### **Procurement**

ALG project to establish a programme of capacity building for VCOs to develop their trading potential to deliver local public services; develop a pilot programme in 4/5 boroughs; identify barriers encountered by local authorities contracting with the VCS.

### **Specialist infrastructure**

Association of Libraries and Museums project to increase links and collaboration between London's voluntary libraries and museums and local VCS infrastructure organisations providing relevant services and support.

### **Local Area Agreements**

Project providing advice and support to VCOs involved in the development of LAAs in London. Includes small grants for local projects/events and a research report published on VCS involvement in LAAs.

### **Advice**

Mapping infrastructure needs of the advice sector in London and recommendations on how to build capacity of front-line advice organisations.

### **Olympics/Thames Gateway**

Identify impact of the Olympics on the VCS and its infrastructure across London but especially within the Olympic boroughs. Identify impact on VCS infrastructure in the growth volunteering areas in Thames Gateway.

### **Premises**

Piloting a property advice programme for VCOs, linked to related services in London.

### **Community development**

Establish London-wide and several local forums for community development workers from all sectors to share good practice, encourage learning and provide training. Conduct a community development training audit to give a London-wide picture of the provision of training and learning for community development.

## Theme

## Summary of Project

### **Citizenship**

Research into learning accessed by individuals setting up community projects, compared with needs. Adapt learning models that the VCS excels at, such as self-help or advocacy. Look at how this can be integrated into existing provision and linked to local and sub-regional ChangeUp plans. Look at what individuals need to make effective contributions to developing LAAs, 2012 planning processes and core curriculum ideas. Test the viability of an organisational engagement audit for community groups.

### **Volunteering**

Mapping exercise across London with 1,500 BME organisations to determine how they can be more closely linked with local volunteer centres and increased access to skilled volunteers or free volunteer management training.

### **Governance (1)**

Map and scope existing governance support by specialist (including BMER) and general infrastructure organisations to VCOs and their trustees within each sub-region. The project will: identify good practice, barriers and gaps; hold developmental workshops in each London sub-region with development workers to explore how they and the organisations they support can use the national Code of Governance as a resource; hold trustee networking events in boroughs to promote the Code.

### **Governance (2)**

Charities Trustee Network development.

### **Funding**

Develop London Funders website to increase accessible information on VCS funding in London.

### **Workforce development and performance improvement**

New post of Regional Workforce Development Advisor established. Events to promote and support workforce development and performance improvement in the VCS across London. Articles written and published. Discussions with LSC, LDA and the UK Workforce Hub about longer-term funding.

# Appendix E

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## Analysis of ChangeUp borough plans

This table was compiled using analysis of the proposals in the London borough and sub-regional ChangeUp plans.

- NH** Where proposals are exclusively or mainly about supporting national Hub proposals they are recorded as NH.
- SR** Where borough proposals are exclusively or mainly about supporting sub-regional proposals they are recorded as SR

### Equalities Abbreviations Used

<b>BME</b>	Black and Minority Ethnic	<b>MG</b>	Marginalised Groups
<b>BMER</b>	Black, Minority Ethnic and Refugee	<b>MH</b>	Mental Health
<b>CYP</b>	Children and Young People	<b>OP</b>	Older People
<b>D</b>	Disability (including learning disability)	<b>S</b>	Small Groups
<b>F</b>	Faith Groups	<b>T</b>	Travellers
<b>LGBT</b>	Lesbian, Gay, Bisexual and Transgender	<b>W</b>	Women

### Other Abbreviations Used

<b>C</b>	Communications/Networks
<b>E</b>	Community Engagement/Empowerment
<b>L</b>	Lobby/Campaign
<b>M</b>	Marketing/Promotion
<b>O</b>	Olympics
<b>P</b>	Partnership Development
<b>R</b>	Representation

Borough	Performance Improvement	Workforce Development	ICT	Governance and Leadership	Volunteering	Finance	Equalities	Premises	Social Enterprise	Other
Barking and Dagenham	Yes	Yes	Yes	Yes	NH	Yes	BME, CYP, W	Yes	Yes	C, M, O, P
Barnet	Yes	Yes	Yes	Yes	Yes	Yes	BMER, CYP, MG	Yes		C, O, P
Bexley	Yes	Yes	Yes	Yes	Yes	Yes	BME, CYP	Yes	Yes	C, M, O, P, L
Brent	Yes	Yes	SR	Yes	Yes	Yes	BMER, CYP	Yes		C, E, L, P
Bromley	Yes	Yes	SR	NH	Yes	Yes	BME, MG, S	Yes		C, P, R
Camden	Yes	Yes	Yes	Yes	Yes	Yes	M, S	Yes	Yes	C, P
Central London	SR	SR	SR		SR	SR	BME, D, LGBT, MG, S	Yes	Yes	C, E, O
Croydon	Yes	SR	Yes	NH	Yes	Yes	BMER, CYP, D, F, LGBT, MG, MH, OP, S		Yes	C, P
Ealing	Yes	Yes	Yes	Yes	Yes	Yes	BMER, CYP, D, F, LGBT, MG, MH, S, T	Yes		C, E, P
East London	SR	SR	SR	SR	SR	SR	BMER, MG	Yes	Yes	C, O, P
Enfield	Yes	Yes	SR	Yes	Yes	Yes	BME, CYP, MG, S	Yes	Yes	C, P
Greenwich	Yes	Yes	Yes	Yes	Yes	Yes	BME, D, F, MG, W	Yes		C, L, O, R
Hackney	Yes	Yes	Yes	Yes	Yes	Yes	BME, MG	Yes	Yes	C, O, P
Hammersmith and Fulham	Yes	Yes	Yes	Yes	Yes	Yes	BMER, CYP, D, MG, S, W	Yes	Yes	C, L, M, P
Haringey	Yes	Yes	SR	Yes	Yes	Yes	BME, M	Yes		C, P
Harrow	Yes	Yes	Yes	Yes	Yes	Yes	BMER, CYP, MH, S	Yes		C, P
Havering	Yes	Yes	Yes	Yes	Yes	Yes	BME, MG, S	Yes	Yes	
Hillingdon VS	Yes	Yes	SR	Yes	Yes	Yes	BMER, D, MG, MH, OP, S	Yes	Yes	C, L, P
Hounslow	Yes	Yes	Yes		Yes	Yes	BMER, CYP, MG	Yes	Yes	C, P
Islington	Yes	Yes	Yes			Yes	BME, MG, S	Yes		C, P
Kensington and Chelsea	Yes	Yes	Yes	Yes	Yes	Yes	BME, D, LGBT, MG, S, W	Yes	Yes	C, M, P

Borough	Performance Improvement	Workforce Development	ICT	Governance and Leadership	Volunteering	Finance	Equalities	Premises	Social Enterprise	Other
Kingston	Yes		Yes	Yes	Yes	Yes	BME, CYP, MG, S	Yes	Yes	P
Lambeth	Yes	Yes	Yes	Yes	Yes	Yes	BME, CYP, MG, S	Yes	Yes	C, E
Lewisham	Yes	Yes	Yes	Yes	Yes	Yes	BME, D, MG, S	Yes	Yes	C, E
Merton	Yes	Yes	Yes	Yes		Yes	BME, MG, S			C
Newham	Yes	Yes	Yes	Yes	Yes	Yes	BMER, MG, S	Yes		C, O, P
North London	SR	SR	SR	SR	SR	SR	BME, CYP, D, F, MG	Yes	Yes	C, L, O, P
Redbridge	Yes	Yes	SR	Yes	Yes	Yes	BMER, CYP, D, F	Yes	Yes	C, P, R
Richmond	Yes	SR	Yes	Yes	Yes	Yes	BME, CYP, W	Yes		C, R
South London	SR	SR	SR		SR	SR	BME, CYP	Yes	Yes	C
Southwark	Yes	Yes	Yes	Yes	Yes	Yes	BMER, CYP, D, LGBT, MH, OP, S, W	Yes		C
Sutton	Yes	Yes	SR	Yes	Yes	Yes	BME, MG, S	Yes	Yes	C, L, P
Tower Hamlets	Yes	Yes	SR	NH	Yes	Yes	BME, MG, S	Yes	Yes	C, P
Waltham Forest	Yes	Yes	Yes	Yes	Yes	Yes	BME, CYP, MG, S	Yes	Yes	C, P
Wandsworth	Yes	Yes	Yes	Yes	Yes	Yes	BME, MG			C, L
West London		Yes	SR			Yes	BMER, CYP, F, LGBT, S			C, P
Westminster	Yes	Yes			Yes	Yes	CYP, S			C, M, P

# Appendix F

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## Abbreviations used

<b>ALG</b>	Association of London Government
<b>BMER</b>	Black, minority ethnic and refugee
<b>CVS</b>	Council for Voluntary Service
<b>ESF</b>	European Social Fund
<b>FCR</b>	Full Cost Recovery
<b>GLA</b>	Greater London Authority
<b>GOL</b>	Government Office for London
<b>HAVCO</b>	Haringey Association of Voluntary and Community Organisations
<b>ICT</b>	Information and Communications Technology
<b>IVAC</b>	Islington Voluntary Action Council
<b>LAA</b>	Local Area Agreement
<b>LASA</b>	London Advice Services Alliance
<b>LDA</b>	London Development Agency
<b>LGBT</b>	Lesbian, gay, bisexual and transgender
<b>LIDP</b>	London Infrastructure Development Plan
<b>LRC</b>	London Regional Consortium (for ChangeUp)
<b>LSC</b>	Learning and Skills Council
<b>LSP</b>	Local Strategic Partnership
<b>LVSC</b>	London Voluntary Service Council
<b>SEL</b>	Social Enterprise London
<b>VAC</b>	Voluntary Action Camden
<b>VCS</b>	Voluntary and community sector
<b>VCO</b>	Voluntary or community organisation
<b>WRC</b>	Women's Resource Centre



**LVSC's vision is for the voluntary and community sector to play a fully empowered and effective role in the diverse life of London.**

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