

# Havering ChangeUp Plan

## 1. Executive Summary

This document is the Havering ChangeUp Infrastructure Development Framework Plan. It has been put together by the ChangeUp Steering Group through consultation with the voluntary and community sector within the borough.

The Steering Group has commissioned five pieces of work in Havering:

- mapping of the sector needs around performance improvement, workforce development, governance and financing the sector
- a piece of research to evidence the level of volunteering in the borough and the support available to volunteers
- mapping of the types of support available for the social economy
- pilot project of ICT surgeries to map the specific needs of the sector

Consultation events have been held with frontline organisations in Havering and the results of these have been fed into this plan although consultation will continue through the life of this plan to ensure that new issues and services can be included in the planning of the steering group.

This plan also outlines a developmental piece of work that the Steering Group hope to be able to commission using the contingency money. The brief for this research will be to map existing local provision of legal support from all sectors, specialist support services for the sector available on a sub-regional and regional basis and map the support needs of the sector itself. Proposals will then be made for the potential of developing locally or sub-regionally based specialist provision for frontline organisations.

### **Confirmation Statement**

The proposals outlined in this ChangeUp Infrastructure Development Plan for the London Borough of Havering has been identified, developed and agreed by the members of the Steering Group on Friday 16th September 2005.

Regular reports of the development of the Havering ChangeUp Plan have been made available to the VCS through the consultation process and have been presented to the Havering Strategic Partnership Board.

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## 2. Introduction

The Havering Infrastructure Development Plan has been compiled in response to the Government's ChangeUp agenda which aims to improve the infrastructure of the voluntary and community sector.

The information in this report has been gathered from consultation events, discussion with key stakeholders, from the members of the Steering Group and other interested parties. It has been put together by the members of the steering group and is now presented to Government Office for London for approval.

### 2.1 Key aim of ChangeUp

In June 2004 the Government published their Infrastructure Development Framework for the Voluntary and Community Sector entitled ChangeUp. The Government recognised the importance of the contribution that the Voluntary and Community Sector make in society.

The ChangeUp Infrastructure Development Framework outlines a vision for the next ten years until 2014 to develop the infrastructure support for frontline organisations enabling them to engage fully with public service delivery.

The Home Office have outlined the aim of ChangeUp as the following:

This Framework sets out a bold but achievable aim – that by 2014 the needs of frontline voluntary and community organisations will be met by support which is available nationwide, structured for maximum efficiency, offering excellent provision which is accessible to all while reflecting and promoting diversity, and is sustainably funded.<sup>1</sup>

The Framework outlines how the Government hope to see support for frontline organisations develop in the next ten years and highlights key actions which they expect to see implemented. It is focused around six key areas of infrastructure support:

- Performance improvement
- Workforce development and leadership
- ICT
- Governance
- Recruiting and developing volunteers
- Financing voluntary and community sector activity

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<sup>1</sup> p.7, ChangeUp: Capacity Building and Infrastructure Framework for the Voluntary and Community Sector, Home Office 2004

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## 3. Description of Process

### 3.1 Steering Group

The Steering Group has been meeting since the beginning of 2005 to take forward Havering's Infrastructure Development Plan. The current members of the Steering Group were chosen from a variety of organisations and sectors to reflect the priorities of the ChangeUp Infrastructure Development Framework.

The members of the Steering Group are as follows:

<b>Heather Ball</b>	Borough Director	Havering Citizens Advice Bureau (CAB)
<b>Marie Edgar</b>	Director	Volunteering Community Action Havering (VCAH)
<b>Kim Guest</b>	Chief Executive	Havering Association of Voluntary and Community Organisations (HAVCO)
<b>Paul Kennard</b>	Corporate Affairs Manager	Havering Primary Care Trust (PCT)
<b>Amanda Lewsey</b>	Project Manager	Social Economy Support Unit (SESU)
<b>Joyce Tapper</b>	Community Regeneration Manager	London Borough of Havering

Through the life of the project it is expected that other members will be invited to join the Steering Group to meet specific requirements around areas of interest. It is recognised that there are few organisations in Havering which fulfil the role of local infrastructure and the Volunteer Centre and CVS are themselves only constituted in 2001. A consultant has been employed to facilitate the ChangeUp process due to lack of existing capacity within the Local Infrastructure Organisations in Havering.

The Steering Group is committed to reinforcing the principles of the ChangeUp process; working in partnership with other infrastructure organisations to get the most from this process; reflecting the diversity of the sector within Havering; sharing good practice; developing equality of service and involving as many organisations within the sector as is possible.

### 3.2 Activity to Date

In February 2005 the ChangeUp Steering Group invited a number of managers from Voluntary and Community Sector organisations to a breakfast meeting to discuss their experiences of the competitive tendering process and their emerging support needs in the light of the new challenges this presented to the local service providers.

The consultation event was facilitated by an independent organisation and provided the opportunity for the organisations that were represented to discuss issues relating to their own experiences of contracting with the Local Authority to

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deliver public services. This consultation resulted in the report entitled 'Competitive Tendering: A Voluntary and Community Sector Perspective'. The conclusions and recommendations outlined in this report have been incorporated into the development of this ChangeUp plan.

The Steering Group had been meeting together regularly since the beginning of the year. In line with the timetable outlined by LVSC the Steering Group submitted their Draft Plan of their final ChangeUp Infrastructure Development Framework Plan at the end of March 2005 and their Draft ChangeUp Plan at the beginning of July 2005. The milestones set in the Draft Plan have all been met.

The earlier stages of this final plan introduced the gaps in support for the sector that the Steering Group had identified as being:

- There is a need for more evidence to back up the commonly held assumptions that the borough has a strong volunteering culture. A Mori poll conducted in September 2003 concluded that over 70% of those surveyed in the borough engaged in some form of volunteering activity. What has yet to be undertaken is a quantitative study of the numbers of volunteers or volunteering hours engaged through voluntary and community groups in the borough.
- There are few affordable premises available for VCS organisations – for both start-ups and developed organisations. A small study commissioned by the Local Authority in 2002 identified the need for more buildings and premises that can be used by the VCS that are accessible via public transport, accessible to disabled people and at a rent that is affordable.
- Accurate information is required on the needs of the sector around support with ICT, workforce development, human resources, governance, the use of performance improvement tools and the future of financing the sector before plans can be developed to deliver those services in the future.
- There are Information Services, Community Accountancy services, training courses, CRB checking services, fund raising support, support with developing constitutions and support for developing work with volunteers already being provided.
- There is potential for further collaborative work with the borough's Social Economy Support Unit and the Havering infrastructure organisations.

The Steering Group made plans to commission five pieces of work in order to address these gaps and collate more accurate and up-to-date information on the needs of the sector. These pieces of work have now begun.

Since the submission of the draft plan the Steering Group have been developing the research proposals ready for commission at the beginning of September and held a further consultation event with representatives from voluntary organisations in the borough.

The consultation event held in July 2005, restated to the local VCS the aims of ChangeUp and the outcomes that the Steering Group were hoping to achieve. The organisations represented at the event were invited to discuss their support needs both current and future.

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The feedback from the two events has proved a useful foundation for this plan and for the planning of the research projects that the Steering Group have commissioned.

## 3.3 Commissioned Work

### 3.3.1 Mapping of the Sector

To plan the development of the infrastructure of the VCS in Havering accurate information relating to the needs of frontline organisations is required. ChangeUp has provided the opportunity to finance this piece of work.

A mapping exercise of the sector under the headings of performance improvement, workforce development, governance and financing the sector will be undertaken. The mapping exercise will use both focus groups and telephone questionnaires to collect the data from over 200 VCS organisations within the borough; which is approximately half of the known organisations based in Havering. The results will be presented in the form of a final report and a Performance Improvement toolkit. The report and toolkit will be launched at a VCS event in March 2006. Particular effort will be made to engage the small number of BME organisations in Havering who are potentially the most disengaged in terms of current support.

The mapping exercise will tackle the following areas:

- performance improvement
  - tools already used
  - support and training needed
  - support available/gaps in support
- workforce development
  - training needs
  - development needs
  - human resource needs
- governance
  - mapping of Trustees against new Governance competencies (or PQASSO)
  - diversity of Trustees in relation to the community they serve
- financing the sector
  - current income streams
  - opportunities to diversify income streams
  - skills gaps

The conclusions drawn from the mapping exercise will feed directly into Havering's Infrastructure Development Plan for the next ten years.

### 3.3.2 Volunteering Research

This second piece of work will evaluate the level of volunteering in the borough highlighting the gaps in the support of volunteers and in volunteer

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management. It will look at the barriers to volunteering faced by borough residents and examine any geographical anomalies that may be present, to determine if there are areas of the borough where substantially fewer volunteers live. The results of this research will inform a comprehensive plan to improve the level of volunteering and the diversity of individuals who volunteer within the borough.

The evaluation will take the form of telephone interviews with organisations that use volunteers and focus groups of those identified as having a low take-up of volunteering opportunities. The research will be broken up as follows:

- the number of volunteers in the borough
- opportunities for volunteering
- the types of people who volunteer and where they live
- identifying those who do not volunteer
  - focus groups with non-volunteers
  - identifying the barriers to volunteering
- evaluating volunteer management in existing organisations

### 3.3.3 Social Economy Support

The third piece of work is a piece of research that will map the types of specific business support to the social economy sector, which includes those VCS undertaking income generating activities. It will include both support organisations that are delivering on-going capacity building and time-based projects, as well as other social enterprise stakeholders who deliver generic training.

This piece of work will also aim to identify sectors in each borough where social enterprises from within the VCS could flourish.

This mapping exercise, alongside of the data collected relating to financing the sector in the larger mapping exercise, will impact on the long-term infrastructure development plan. It will assist in supporting the long term funding strategy for the VCS in Havering.

This will also overlap with similar activity in our two main neighbouring boroughs.

### 3.3.4 ICT

In partnership with LASA the ICT needs of the sector in the borough are already being analysed. The project run by LASA will also provide a pilot project around a form of service delivery to assist in the analysis of the needs of the voluntary sector in Havering and how this may in the future be provided sub-regionally.

A number of ICT surgeries will be held as a pilot project within the borough for VCS organisations from October 2005 to March 2006. An ICT support

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worker will be available, by appointment to discuss issues of ICT infrastructure, software, hardware, security, ICT strategy and trouble-shooting issues.

The feedback from this small pilot will be reported to the sub-regional LASA project in order to develop an effective model for future service delivery.

**See Appendix 1**

### 3.3.5 Voluntary Consultation Event

A further consultation event has been planned for the end of September, which will coincide with the submission of this Plan. This event will provide the researchers with the opportunity of the interview a larger number of organisations at one event. The day has also been designed to provide organisations with access to sector professionals and consultants who will sit with the organisations and discuss their needs in relation to the following issues:

- human resources
- ICT
- fundraising
- financial systems
- social economy and income generation
- marketing
- volunteering
- legal issues

The need for professional help and support in these areas were reflected by the VCS from earlier consultation events and will help to positively identify the types of issues that the VCS in Havering need support with. Although a small scale pilot it may provide the necessary evidence of the level of need in order to assist in an effective and relevant response to the expression of need in future service planning. It can potentially assist in future applications for funding to develop these services.

### 3.3.6 Report on Legal Surgeries and Training

As a result of a successful application for Change Up contingency funds the Havering Change Up Consortium were able to offer a round of Legal Surgeries and Training for voluntary sector groups and organisations in Havering. The report compiled from the opportunity to ask the VCS in detail about their needs is attached at **Appendix 2**.

### 3.3.7 Report on the need for Community Accountancy services

As a result of a successful application for Change Up contingency funds, the Havering Change Up Consortium were able to commission a short report on the need for Community Accountancy services in Havering. This report comes from the experience of the local Community Accountancy service (ACE) and reflects their experience in providing and developing services to the local voluntary sector. The report is included at **Appendix 3**

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## 3.4 Links with sub-regional, regional and national ChangeUp developments

Details of the Havering ChangeUp plan have been made available to the sub-regional steering group. A sub regional ICT Development Worker has attended the Havering Change Up Steering Group meeting and assisted with the development of the ICT elements in this plan,

In designing the activity to be carried out as part of this process discussions were had with the London Boroughs of Barking and Dagenham and Redbridge. At one stage joint activity was discussed however due to borough priorities it was felt a single borough piece of work would be more appropriate.

The Steering has been made aware of sub-regional and national developments and the Havering Change-Up plan has been developed to reflect these priorities.

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## 4. Voluntary Sector in Havering

### 4.1 VCS organisations

The Voluntary and Community sector is recognised by the Government as being key to society and in particular, although not exclusively, in the delivery of public services. Historically what we now know as the Voluntary and Community Sector has been vital in the development of what consider essential services including schools, hospitals, provision of welfare services and care for children and people in need.

In the 21<sup>st</sup> century the sector influences almost all areas of our lives including education, leisure, arts and culture, sports, environment, health, care, faith, social justice and international aid and development. It is the Voluntary and Community Sector that co-ordinates and supports much of the extensive volunteer culture in the UK and delivers an ever-increasing percentage of public services.

Within the London Borough of Havering there is a long heritage of volunteering and community involvement. What is less developed is the infrastructure support within the borough. Both the Volunteer Centre and the CVS were established in 2001. In identifying representatives to serve on the Change Up Steering Group what was once again reinforced is just how few organisations provide infrastructure support in the borough and where services are provided that they are through the organisations on the Steering group. In addition where the larger organisations are members of a large national charity such as Age Concern or YMCA then some of their support services are provided through their membership. A list of most of the groups and organisations contacted during the data gathering and consultation process is included at **Appendix 4**

### 4.2 Infrastructure Support Organisations

**The Community Regeneration team** of the local authority works to promote a strong and vibrant voluntary and community sector in Havering.

The Community Regeneration team with the Local Authority have a number of Community Development Officers. Community Regeneration works in partnership to develop, empower and engage the voluntary and community sector. The principal organisations include Havering Association of Voluntary and Community Organisations (HAVCO), Volunteer Community Action Havering (VCAH), Havering Citizens Advice Bureau (HCAB), East London Network and Havering Community Legal Services Partnership (HCLSP).

The team works with statutory and private agencies, and voluntary and community representatives to help develop best practice ways of working.

For the voluntary and community sector the team supports building the capacity of the sector and facilitates the sharing and developing of their skills and knowledge, so as to make a positive difference by enabling them to become sustainable and reach their full potential.

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**The Havering Association of Voluntary and Community Organisations (HAVCO)** is the Council of Voluntary Services (CVS) within the borough. It was established just over four years ago and is committed to resourcing and building the capacity of the sector.

HAVCO has developed rapidly in response to the needs of the local VCS and currently offers support through a number of different projects which includes: a wide range of training courses including accredited programmes, support for young people and children's groups, business development, support with quality assurance systems, representation at a strategic level, development work in the health and social care sector, a community accountancy project, CRB checks, some HR support for groups, a library, newsletter, fundraising support, meeting space, photocopying, quality business support, constitutional advice and support with developing policies. It provides project management support to a project to encourage people with a mental health diagnosis to volunteer. It hosts a sub regional project to facilitate the local CVSs working together in effective partnerships and in this way provides strategic representation for the VCS in East London on large cross borough initiatives.

**Volunteer Community Action Havering (VCAH)** is the volunteer centre and volunteer development organisation for Havering. Its principle function is to provide support to people wishing to volunteer and organisations that require volunteers to assist them. Established at the beginning of 2001, VCAH is an independent voluntary organisation and a company limited by guarantee and a registered charity.

VCAH provides a variety of services including managing a database of volunteering opportunities and volunteers, providing information on volunteering opportunities, supporting organisations with issues such as volunteer management, providing training for potential volunteers and promoting volunteering within the borough.

**SESU** is jointly funded by the London Development Agency and the London Borough of Havering to support the development of the social economy sector in Havering.

SESU's ethos is to maximise the potential of new and emerging social enterprises by providing them with the support and resources to help them become sustainable. It offers a comprehensive range of services including space and high quality business advice, access to administrative resources and networking opportunities. Its particular specialisms are social enterprise start-up, procurement, training for public sector and community/voluntary officers, social auditing and signposting. SESU has strived to develop partnerships with agencies and organisations that would bring benefits to its clients. It is recognised as a key member in a number of networks that have an influencing role in the social economy sector both regionally and nationally.

The services provided by these infrastructure organisations are adapted to fit local need; although where appropriate organisations are sign-posted to sub-regional and regional services. The promotion of the sector and representation at the strategic level is essential in raising the profile amongst key figures and funders, ultimately maximising opportunities for the local voluntary and

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community sector. The support, training and financial services provided by the infrastructure within the borough help to increase the capacity of groups and organisations.

The quality and breadth of support now provided to voluntary organisations and community groups is much higher than even five years ago. In particular, there has been the opportunity to forge partnerships with the public sector and funders that were previously unimaginable.

### **4.2.1 Development of Infrastructure Organisations**

Prior to the introduction of the ChangeUp process the infrastructure organisations within the borough were already planning for development and improvement in the services provided to the Voluntary and Community Sector within Havering.

#### ***HAVCO***

HAVCO's recently developed Business Plan looks to assist the organisation in consolidating the existing services it delivers and ensuring future sustainability. It outlines the need to constantly consult with its membership in order to respond to their new and emerging needs in ways that are locally relevant; to where possible anticipate future needs in order to have service delivery in place when those needs are realised and to maximise the future opportunities that are available for the local voluntary sector through the regeneration and development of the Thames Gateway area. HAVCO works in partnership with its neighbouring CVS in order to provide the range of services to the local Havering VCS.

#### ***VCAH***

The current three year strategic planning for VCAH includes plans to increase the number of volunteers within the borough and the number of Volunteer Involving Organisations (VIOs). VCAH is already involved in a number of successful initiatives to do this and its particular focus over the next three years will be open up volunteering opportunities to those who have been excluded before. Their involvement in Capital Volunteering project within Havering is a key part of this.

VCAH is also planning to introduce programmes for encouraging employee volunteering and to support young people into volunteering. Hard evidence, statistically and anecdotally, demonstrating the value of volunteering will be used to influence potential volunteers within these sectors.

#### ***SESU***

Since its formation in January 2004, SESU has built up a wealth of experience and earned an excellent reputation for its work, at local, regional and national levels, and has given presentations on good practice overseas. SESU has succeeded because of the high professional standards that it maintains, through the dedication of its staff, steering group members and partners, and the growing demand within Havering for its services. In assessing its future sustainability, SESU is considering

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business expansion, both geographically and through increased service provision. To support service delivery and client development in Havering the development of procurement support will be key to assisting social enterprises with the public procurement agenda.

The opportunity that the ChangeUp Infrastructure Development Framework has provided for infrastructure organisations within Havering is to co-ordinate these developments into a long-term strategic programme for the borough that will achieve much more than the individual organisations could have achieved on their own.

## 4.2.2 Identified Gaps in Support

- Performance improvement
- Workforce development and leadership
- ICT
- Governance
- Recruiting and developing volunteers
- Financing voluntary and community sector activity
- Suitable Premises

### **Performance Improvement**

- information needed on quality assurance systems
- support with implementing quality assurance systems
- developing effective monitoring and evaluation procedures
- understanding of outcome and impact measurement
- strategic planning including business plans
- social accounting and social audits

### **Workforce Development and Leadership**

- limited and uncoordinated funding for workforce development in the VCS
- difficult for staff to take time off for training – some support in terms of back-filling, childcare, transport costs, accessibility
- first aid, health & safety, ICT, manual handling
- time and willingness of staff to undertake training due to busyness
- professional support in human resource issues – either a shared worker or consultant who is impartial and accessible
- upskilling of Board members
- recruit Board members with specific skills
- pool of ‘roaming’ advisors
- housing association boards have 1/3 from the local community, 1/3 specific skills
- there is lots of expertise in the sector – a way of sharing that expertise, or a directory of who to go to
- appropriate level of support for those who have specific training needs (i.e. lower NVQ level)
- local trainer directory
- support with Governance issues
- support with HR issues
- legal support around leases, contract and employment law

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## ICT

- support with purchasing systems
- deciding on most appropriate equipment
- learning how to make the most of ICT
- training in software packages
- developing an ICT strategy
- provision of support for ICT problems
- web-site design and maintenance

## Governance

- provide up-to-date information on developments in Governance
- good-practice guidelines
- training to understand and implement guidelines
- jargon-free
- balancing willing potential Trustees with competent Trustees
- induction of Trustees – training amongst the Board and from outside
- options for a second-tier management Board
- specific advice on specific subjects such as:
  - managing change
  - proactive marketing
- human resource issues
- recruiting younger volunteers and Board members
- changing the image of volunteering as a Trustee
- improving the diversity of Trustees
- payment of Trustees
- quality marks – makes an organisation more attractive
- benchmarking

## Recruiting and developing volunteers

- developing the use of volunteering as a career path into paid employment
- intense level of support needed for some volunteers
- directory of volunteering opportunities would be a valuable tool
- develop opportunities for employee volunteering
- peer support for volunteers through a forum
- support in using the New Deal volunteering option
- making volunteers feel valued
- involvement of volunteers in the running of the organisation
- dealing with a spectrum of people with individual needs
- volunteer induction
- nurturing of volunteers in their first six months
- recognising the skill level of volunteers
- regular assessments of volunteers
- interviewing prospective volunteers
- a professional approach to volunteer management

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- good policies to support volunteering
- developing commitment from volunteers
- marketing and promoting opportunities
- raising awareness of organisations to the potential of using volunteers
- a streamlined and commonly accepted system for recruitment and induction of volunteers into individual organisations will help to reduce unnecessary bureaucracy that is recognised as a barrier to volunteering
- recruiting volunteers from under represented groups or excluded communities

### **Financing voluntary and community sector activity**

- setting up computerised accounts
- petty cash systems
- annual accounts
- financial reporting
- developing robust financial procedures
- setting up social enterprises and income generating activities
- new developments in SORP
- sources of funding
- completing funding applications
- putting together tenders
- contract negotiation
- asset development
- alternative forms of finance
- full cost recovery
- robust budgeting
- risk assessment
- payroll

### **Support Finding Suitable Premises**

- identifying suitable premises
- assistance with leases and purchases
- support with financing capital projects
- access to property experts
- office sharing

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## 5. Aims and Objectives

At a local level within the London Borough of Havering the ChangeUp Steering Group has set the following aim:

By 2014 the infrastructure organisations will be offering excellent provision to frontline voluntary and community organisations that is accessible to all, meeting their needs appropriately, reflecting and promoting diversity and which is sustainably funded.

The objectives outlined below indicate how the Steering Group has planned to achieve this aim both over the short term (until June 2006) and the medium term (until 2010)

### 5.1 Performance Improvement

*High level objective by 2014: 'Frontline organisations are better able to improve the performance of their organisations, make choices about which tools are right for them and easily access support and advice.'*

#### Short-Term Objectives

- research the use of performance improvement tools in the sector, particularly focusing on:
  - the type of tool
  - the motivation behind its implementation
- produce a locally-focused performance improvement toolkit referencing support that is available locally
- outline a plan for the improvement of support for the sector in implementing performance improvement tools

#### Medium-Term Objectives

- increase and improve the quality of the support available to the sector in implementing performance improvement tools both locally and through the Performance Improvement hub

### 5.2 Workforce Development and Leadership

*High level objective by 2014: 'There is a greater range of accessible development opportunities with increased take-up of learning opportunities by voluntary and community sector workers' and 'Employers have improved access to support and advice on Human Resources issues.'*

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## Short-Term Objectives

- undertake a skills gap analysis within the sector
- research the reasons why organisations do not invest in workforce development
- outline a plan of action to reduce the barriers to workforce development within the sector in Havering

## Medium-Term Objectives

- increase the workforce development opportunities for the sector including group learning, coaching, shadowing and mentoring
- develop tools for the sector that will enable them to fully utilise the national occupational standards as tools for recruitment
- ensure that the local objectives around workforce development link in with the National Hub of Excellence in Workforce Development.

## 5.3 ICT

*High level objective by 2014: 'Frontline organisations and funders share a common awareness of the costs and benefits of ICT enabling them to make informed choices about its use. There are affordable and reliable support models in place, with user friendly and relevant ICT advice available, including volunteering and pro bono support.'*

### Short-Term Objectives

- pilot an ICT Surgeries model in Havering
- map ICT support needs
- liaise with LASA on developments around ICT provision locally

### Medium-Term Objectives

- develop local ICT support and development services for the sector
- use the resources created nationally and access to the telephone helpline to enhance the ICT provision in the borough

## 5.4 Governance

*High level objective by 2014: 'Board members are aware of their responsibilities and good practice and have access to accurate and helpful information and development. Being a trustee is more attractive and boards are more diverse, better reflecting the communities they serve.'*

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## Short-Term Objectives

- measure the effectiveness of current Boards within the sector using recognised standards
- identify the issues the sector faces in terms of retaining and recruiting Board members

## Medium-Term Objectives

- improve the profile of voluntary activity at Board level
- increase the diversity of Board members
- improve the effectiveness and quality of Boards in the sector
- encourage and support the implementation of competencies and standards in Governance in the sector
- interact with the National Hub of Expertise in Governance

## 5.5 Recruiting and Developing Volunteers

*High level objective by 2014: 'There is a leaner, effectively marketed and high quality volunteering infrastructure reaching, recruiting and placing a greater number and diversity of individuals coupled with improved volunteer management.'*

### Short-Term Objectives

- undertake research to determine the level of volunteering within the borough, what type of people become volunteers and the quality of the volunteering experience
- identify barriers to volunteering
- make proposals to increase volunteering, improve the volunteering experience and encouraging a greater diversity of volunteers

### Medium-Term Objectives

- raise the profile of volunteering in the borough
- reduce the barriers to volunteering
- improve the support for volunteers and the organisations that host them
- improve the quality of the volunteering experience
- speed up the process for both organisations recruiting volunteers and volunteers looking for placements

## 5.6 Financing Voluntary and Community Sector Activity

*High level objective by 2014: 'Frontline organisations are able to take advantage of opportunities to diversify their income sources and demonstrate increased skill in contract negotiation and better standards in more effective fundraising.'*

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## Short-Term Objectives

- map the social economy support for the sector
- identify sectors where social enterprises from the VCS could flourish
- identify needs around financial systems and monitoring
- build on the work of the Procurement Report and identify training and support needs around the procurement agenda
- map social enterprise and income generating activity and predict the potential for its development
- identify support needs in expert fields such as brokerage of legal contracts

## Medium-Term Objectives

- develop income-generating strategies for local infrastructure organisations
- improve understanding of different strands of finance for the sector
- develop proposals around different structures for the sector and the organisations within them that will remove barriers to procurement and increase access to finance
- improve the quality of funding applications and the rate of their success in the sector
- develop a strategy to build the assets of the sector in the borough including work around asset transfer and rent-to-buy schemes

## 5.7 Relating the ChangeUp to local need

### Short-Term Objectives

- Steering Group to meet regularly to manage the research projects and develop the ChangeUp process
- ensure that the research projects reflect the sector within the London Borough of Havering
- ensure that the ChangeUp Steering Group is aware of future trends in sub-regional growth and development and how they may impact on levels of future need

### Medium-Term Objectives

- review the ChangeUp Infrastructure Development Plan in light of the results of the research projects
- review the make-up of the Steering Group in relation to any revisions or new areas of work that present themselves
- annually review the Plan to include any work completed, new areas of need and local strategies that relate to the remit of ChangeUp

# Havering ChangeUp Plan

## 5.8 Involving the sector in the ChangeUp process

### Short-Term Objectives

- carry out a consultation event for the sector in September 2005
- continue to raise the profile of the ChangeUp process through sector events and publications
- hold a launch event for the completed ChangeUp reports

### Medium-Term Objectives

- invite other voluntary sector representatives onto the ChangeUp steering group

## 5.9 Meeting the ChangeUp objectives

### 5.9.1 Performance Improvement

Infrastructure organisations in Havering are already operating projects that are supporting groups as they implement specific quality assurance systems. The projects are collecting information on the use of these tools in the sector however as yet this work is only restricted to PQASSO and Matrix. The mapping exercise will provide much needed information on the use of these tools across the sector, the support and training needs of frontline organisations around these tools and the support/training that is currently available. The data collected will inform the Steering Group of the need for information, support and training.

A toolkit will be developed alongside of this mapping exercise to create a resource for frontline organisations that explains the purpose of Performance Improvement tools, the choices available, the appropriateness of the different tools for different types of organisations, mapping different tools to each other and the support and advice that is available.

### 5.9.2 Developing a Highly Effective Workforce

In order to advance this ChangeUp objective the needs of the workforce in the sector in terms of development and access will need to be mapped, along with the available opportunities for development. This mapping process will be informed by the workforce development work already being undertaken by HAVCO on a sub-regional basis.

This will inform the Steering Group of the possibilities to develop a greater range of development opportunities for the sector. It will also provide proposals around improving access to these opportunities, thereby increasing take-up.

ChangeUp has highlighted the need to develop Human Resources support for the sector as one of the key areas of this objective. The activities outlined will reflect this by using Human Resources as one of themes of this mapping exercise.

# Havering ChangeUp Plan

## 5.9.3 ICT

The work undertaken by LASA around the ICT needs of the sector in Havering have been based around this ChangeUp objective. It will enable frontline organisations to be better informed about the use of ICT and the costs relating to that. There is a need to develop an effective ICT strategy in each organisation and for the sector as a whole.

## 5.9.4 Governance

In order to ensure that Board members are aware of their responsibilities and of good practice there first needs to be baseline data on what they know already. The mapping exercise will provide this. The results of that piece of work will inform the Steering Group as to the gaps in this understanding, the needs of Board members and the organisations they work for and ways to ensure that Boards are more diverse, are more reflective of the communities that they serve and the role is seen as a more attractive one.

## 5.9.5 Recruiting and Developing Volunteers

Little research has been conducted to date on volunteering through VCS organisations and groups within the borough. In order to improve the volunteering infrastructure, recruitment of volunteers, the numbers volunteering and the management of these volunteers there is a need to mark out the baseline from which we are starting.

The piece of research around volunteering will identify this baseline and also identify barriers to volunteering and under-represented groups. This data will enable the Steering Group in consultation with the sector to advance the ChangeUp objective.

## 5.9.6 Financing Voluntary and Community Sector Activity

Havering is at an advantage over other areas in that it has a successful social economy support service in the Social Economy Support Unit (SESU), a LDA2 funded project.

In partnership with SESU, who are a member of the Havering ChangeUp Steering Group, we will map the opportunities for the VCS in terms of social enterprise within the borough and the support services that are available. The data from the mapping exercise on the diversity of income streams – both current and potential and the needs of the sector around diversification will consolidate this research enabling the Steering Group to plan how to increase the capacity of frontline organisations to have the option to take advantage of the identified opportunities to income generate.

Havering enjoys the services of a sub regional Community Accountancy service; ACE (Accounting for Community Enterprises). This service has been provided through a combination of grants and charging for services since 2003. Sound financial management of the VCS is a key to securing additional sustainable funding and the service is widely used in the area.

## Havering ChangeUp Plan

### 5.10 Meeting the needs of smaller groups and more marginalised groups

ChangeUp has provided the opportunity to undertake a comprehensive mapping of the VCS in Havering and its needs. This will enable the Steering Group to identify the groups within the sector and in particular highlight the needs of the smaller and more marginalised groups. The Steering Group has already identified a number of groups within the sector that are smaller and are what we would consider to be more marginalised, however the data collected will evidence these discussions.

A particular area that we are keen to evidence is the support needs of BME groups within the borough. Following a consultation event in 2004 it is understood that these groups in Havering require more support over longer periods. There is currently no BME Infrastructure organisation within Havering. The BME groups that do exist mainly use the services of existing Infrastructure organisations and are signposted to sub-regional and regional specialist Infrastructure organisations where appropriate. The few BME organisations that do exist within the borough are all relatively under-developed and currently none of them employ any staff. The Steering Group has therefore sought to represent the views and needs of these groups not by representation on the Steering Group, but through interviews and consultation events and conversations with the development workers who currently provide support within the borough. It is anticipated that during the lifetime of this plan that a new BAME infrastructure organisation will be developed and that representatives of that group will be invited to join the Change Up steering group.

There are of course other groups within the sector that are smaller and more marginalized. The mapping exercise and research will assist in identifying the needs of these groups, whereas before they may have been overlooked, and enable the Steering Group to design the ChangeUp Infrastructure Plan for the next ten years around their needs as well as those of the rest of the sector. Where there is a need for local independent and accountable structures to represent and advocate for communities of interest these will be encouraged and supported by the existing infrastructure organisations.

Recognition of the existence and the work done by smaller groups will encourage their work and sustainability. It is anticipated that increased support will sustain the morale within the groups and increased recognition will attract new members with new ideas and skills and opportunities to attract funding. This in turn, especially if the volunteers running these groups receive support through networks and forums outlined above, will encourage others to form their own small groups and bring new blood and fresh initiatives into the sector.

## Havering ChangeUp Plan

### 6. Action Plan – outcome indicators and milestones

<b>ACTIVITY</b>	<b>OUTCOME INDICATOR</b>
ChangeUp Steering Group Meetings	3 further meetings before the launch event Regular meetings over period of ChangeUp
VCS Frontline Organisations Consulted	1 further consultation event before launch event
Mapping of Social Economy Support	Final report
Volunteering Research	Final report
Mapping Exercise	Final report and Performance Improvement Toolkit
ChangeUp Report and Toolkit Launch Event	1 event
Analysis ChangeUp Report findings and re-evaluate medium and long-term objectives	Revised Infrastructure Development Plan
Annual evaluation of ChangeUp Infrastructure Development Plan	Annual revision

<b>ACTIVITY</b>	<b>MILESTONE</b>
VCS Consultation Event	September 2005
Interviews Commenced for Mapping Exercise	October 2005
Interviews Commenced for Volunteering Research	October 2005
Mapping of Social Economy Support begins	October 2005
ICT Surgeries launched	October 2005
Draft Report presented for Volunteering Research	November 2005
Draft Report presented for Mapping Exercise	January 2006
Final report of Mapping of Social Economy Support presented	January 2006
Volunteering Research Final Report	May 2006
Mapping Exercise – Final Report Presented	May 2006
Launch of ChangeUp Report and Toolkit	May 2006
Revise Infrastructure Development Plan	July 2006

## Havering ChangeUp Plan

### 7. Budget to March 2006

<b>INCOME</b>	
ChangeUp	42,256
ICT sub regional spend	4,000
<b>TOTAL</b>	<b>46,256</b>

<b>EXPENDITURE</b>	
Consultation Events	2,000
Volunteering Research	11,000
Mapping Exercise (including Performance Improvement Toolkit)	18,000
Production/Printing Costs	2,000
Social Economy Mapping	4,000
Project Management	5,256
ICT Surgeries	4,000
<b>TOTAL</b>	<b>46,256</b>

# Havering ChangeUp Plan

## 8. Contingency Spend

One of the particular areas highlighted during the ChangeUp process is that of support needed by frontline organisations around legal issues – both property issues and employment law.

There is limited provision in terms of legal support for the sector within Havering and many voluntary and community organisations have to use private firms and pay commercial fees. None of the infrastructure organisations in Havering currently provide any services relating to this area of need. One of the reasons for this is that the support needed is on an occasional basis and there is no sustained need for such a service.

These assumptions, although based on the experiences of the infrastructure organisations within the borough, are not based on hard evidence.

The Havering ChangeUp Steering Group would like to use the contingency money to undertake a piece of research to map existing support around legal issues within the borough and any sub-regional or regional support that is available from specialist sector providers. The research will then map the needs of the sector and make proposals based on the evidence for future provision.

The Steering Group would also like to use some of the contingency money to encourage more organisations to actively participate in the ChangeUp process and to continue to support organisations that are already engaged.

<b>INCOME</b>	
ChangeUp Contingency	18,000
<b>TOTAL</b>	<b>18,000</b>

<b>EXPENDITURE</b>	
Mapping of Legal Support and Printing	13,500
Project Management by local Sector	4,500
<b>TOTAL</b>	<b>18,000</b>

# Havering ChangeUp Plan

## Appendix 1 - Havering ICT Surgeries Pilot

### The Purpose of ICT Surgeries

The purpose of the ICT Surgery pilot was to try and ascertain the general ICT requirements of various voluntary groups in the Havering area.

This facility was a 6 month trial and was generally offered to all voluntary sector groups. The report lists some actual case studies and the conclusion of the consultant.

### Case Studies

#### GROUP A

GROUP A is located in an old community centre, there are some large recreation rooms and 2 offices in use.

These are located a short distance apart across the entrance area.

GROUP A had recently had Broadband installed along with a wireless internet router with the intention of connecting their computers via wireless as there is no network cabling installed.

They had purchased and installed wireless adapters for the desktop PC's.

When we visited GROUP A, the PC which is located in the same office as the wireless router was connection fine, but the PC in the remote office had hardly any connection and kept disconnecting.

Our survey revealed that the wireless router was located on a desk quite low down in the 1<sup>st</sup> office and to reach the remote office had to pass through 2 solid walls and in fact an old van which was parked outside.

We managed to improve the situation by installing a USB wireless adapter to the PC in the remote office which has a 1 metre cable; this allowed us to locate the adapter in a place which allowed a usable connection.

The second task was that they had a fairly old PC which they wanted to use as a file and printer server.

The PC was quite slow and had a lot of old software installed from it's old life.

We uninstalled any old and unneeded software, cleared out old temporary files and installed all of the latest operating system service patches and updates.

This made the PC quite usable so we installed the printers and shared them so that they were available to the network.

We created some folders and also shared them to the network.

The result is that GROUP A now have a central file store which can be accessed by their PC's over the wireless network, they can now also print to the shared printers.

Days taken -1 day

User spend - £22

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## GROUP B

GROUP B is located in a hall with 3 offices quite close together. They have several PC's and 2 laptops of varying ages. The main PC is quite new.

They recently have had broadband ADSL installed on the main PC. They wanted to be able to access the internet on all of the PC's and laptops. We surveyed the offices and PC's and determined that the offices were close enough together and the PC's had the ability to connect together via a wireless connection.

We replaced the single user ADSL broadband modem with a wireless ADSL broadband router which we fixed to the wall unobtrusively under a desk. The main PC was close enough to the wireless router to connect via a standard Ethernet network cable. We installed USB wireless adapters to the remote desktop PC's and PCMCIA wireless adapters to the laptops.

We configured all PC's and Laptops to connect to the wireless internet connection. We updated all of the PC's with the latest operating system service patches and checked that all had current anti virus software installed.

The result is that GROUP B now have an office where all of the PC's and Laptops share 1 internet connection via wireless. Although not configured at the time, they also have the ability to share files and printers if required in the future.

Days taken – 1 day  
User spend - £179

# Havering ChangeUp Plan

## GROUP C

GROUP C had just moved into a new office.

This is 1 large room which is freshly decorated.

They have 2 desks with 1 fairly new PC and 1 which is quite old and running on Windows 98.

As the office is new, they had just had ADSL broadband installed and they wanted to share the internet connection with the older PC.

Unusually the new ADSL broadband had been installed with a router, but with just one Ethernet port.

The newest PC had a network port built in so it was able to just connect to the router via a standard Ethernet network cable.

To share the internet connection with the older PC, we had to install a small 5 port Ethernet switch, this effectively split the output from the single port router so we could connect to the older PC.

We also had to install a PCI Ethernet network adapter to the older PC as it did not have a built in network port, these have only become common on new PC's in the last 2-3 years.

The older PC had become 'slow' to the point where it was virtually unusable, which is not uncommon on older Windows 98 PC's.

We uninstalled any unneeded software, cleared out operating system temporary files and scanned for 'spyware'. This made a vast improvement to the performance, we also created a shared folder, network printing and an individual email account.

The result is that GROUP C now have 2 PC's connected to the Internet with separate email accounts, they can also access a central file folder and print to either printer.

Time taken – 1 day

User spend - £29

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## GROUP D

GROUP D are located in a church hall in Harold Hill.

The hall is large with several offices.

GROUP D had been donated several old PC's in an unknown condition.

We connected them up one by one to identify which were the best of the bunch.

Unfortunately 2 of these did not work at all, another couple were too old to be usable.

We identified the 2 newest PC's.

We setup the 2 best PC's in the room used by the Francophone African Women Together group.

Both PC's were running Windows 98 and were very slow with evidence of being setup for the previous owners network. They also had a lot of old software installed.

We uninstalled all unneeded software, cleared out old operating system temporary files and removed all of the old network settings.

We untangled all computer cables and re-routed them as tidily as possible.

Unfortunately there was no Internet connection so it was not possible to install operating system updates.

GROUP D had ordered ADSL broadband but it had not yet been enabled when we visited.

They had only ordered a 'single' PC broadband modem so it will only be possible to use 1 of the PC's for Internet use without further investment.

The result is that, GROUP D have 2 PC's which although quite old are quite usable for general office duties.

There is a lot of space & spare rooms in the Hall with great potential for further improvement.

Days taken – ½ day

User spend - £0

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## GROUP E

GROUP E Is located in the Seedbed Centre in Romford which is a modern unit configured as office space which also has a 1<sup>st</sup> floor.

The office is very tidy with a professionally installed network although it seems several people have been involved in setting up the system which has caused some inconsistencies.

Most of the PC's have been recently replaced with new Dell machines.

They are using a standard PC as a dedicated file server, this has evidence of some 'mail server' software installed, but this is not in use.

We carried out a general health check which revealed that the system is in good order with the only real issue to note was that some PC's had 2 separate copies of anti virus software installed. This is not recommended and we uninstalled the older software.

We also resolved an issue on 1 PC where 'PDF' files would not display in a Internet browser.

We discussed daily backups and ongoing IT support which they were concerned about.

The result is that we found GROUP E to be very professional with no real requirements apart from their concern regarding ongoing maintenance.

Days taken – 1 day

User spend - £0

## GROUP F

GROUP F are located in a portable building in the grounds of a Medical Centre.

They have 6 quite old PC's and are suffering with the slowness and unreliability of these.

They have a single user ADSL Broadband connection to 1 of these PC's.

They have obtained funding to upgrade the IT infrastructure to a modern system to include shared internet and a proper server to handle file storage, network printers, Microsoft Exchange email and messaging system.

This has now been authorised and installation is imminent.

The result will be an up to date system installed with new PC's with the latest Microsoft Office suite.

Microsoft Exchange messaging will give them a full email system along with full calendar and appointment sharing. They will also have external access to the mail system via the Microsoft Exchange Webmail.

Days taken – 1 day

User spend - £9,486.57

# Havering ChangeUp Plan

## Additional Research

Further to the results from the ICT Surgery Project, Voluntary and Community Organisations in Havering have also approached Havco independently, asking for help and assistance on a wide range of ICT related topics. These include:

Setting Up	Buying PC's	<ul style="list-style-type: none"><li>- What to buy? – what do/don't they need?</li><li>- Where from? – cost,</li><li>- Explanations of specifications</li><li>- Screens CRT vs Flat?</li></ul>
	Other	<ul style="list-style-type: none"><li>- Printers, Scanners</li><li>- Recommendations</li></ul>
Current Set Up	Expanding	<ul style="list-style-type: none"><li>- as above</li><li>- replace or upgrade old PC's?</li></ul>
Maintenance	Support	<ul style="list-style-type: none"><li>- Phone Support, access to</li><li>- Support Visits, access to</li><li>- System Clean Up – Defrag, Archiving etc</li></ul>
Software	Purchasing	<ul style="list-style-type: none"><li>- What do they need?</li><li>- What is available?</li><li>- Where from?</li><li>- How Much / Charity Discounts Access?</li></ul>
	Training	<ul style="list-style-type: none"><li>- Basic packages such as Word, outlook<ul style="list-style-type: none"><li>- - Complex such as Dreamweaver,</li></ul></li><li>- Open Source<ul style="list-style-type: none"><li>Is it any good?</li><li>What is available?</li><li>What support is there?</li></ul></li></ul>
	Operating Systems	<ul style="list-style-type: none"><li>- What is obsolete / no longer supported</li><li>- Compatability between software</li><li>- Cost to upgrade</li><li>- installing Upgrades</li></ul>
Hardware	Disposal of	<ul style="list-style-type: none"><li>- Where to</li><li>- Who by</li><li>- Keeping Records</li><li>- Disposal and the Law</li></ul>

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Internet	Security	<ul style="list-style-type: none"><li>- Antivirus software<ul style="list-style-type: none"><li>Which Packages?</li><li>Locating</li><li>Costs &amp; Discounts?</li><li>Updating</li><li>Installation</li><li>Setting Up</li></ul></li><li>- Passwords<ul style="list-style-type: none"><li>For Portable Devices such as laptops</li></ul></li><li>- Encryption of files<ul style="list-style-type: none"><li>For PC and Laptop</li></ul></li><li>- USB / Flash Drives<ul style="list-style-type: none"><li>Data Security</li></ul></li></ul>
	Networks	<ul style="list-style-type: none"><li>- Cabled or Wireless<ul style="list-style-type: none"><li>Remote Access Availability</li></ul></li></ul>
	Spyware	<ul style="list-style-type: none"><li>- as with Antivirus</li></ul>
	Email	<ul style="list-style-type: none"><li>- Setting Up</li><li>- Maintaining</li><li>- Adding Accounts</li><li>- SPAM</li><li>- Confidentiality<ul style="list-style-type: none"><li>Encryption of Emails</li></ul></li><li>- Setting up eBulletin Lists</li></ul>
	Websites	<ul style="list-style-type: none"><li>- Do they need a website?</li><li>- Building – self or professional<ul style="list-style-type: none"><li>Recommended designers</li><li>Hand Coding or WYSIWYG package</li><li>Hosting</li><li>Updating</li><li>Accessibility and the Law</li></ul></li></ul>
Databases	Do they need a Database?	<ul style="list-style-type: none"><li>- Off-the Shelf vs Bespoke</li></ul>
	What is out there?	<ul style="list-style-type: none"><li>- How much?</li><li>- What do/don't they do</li></ul>
	Training	<ul style="list-style-type: none"><li>- Setting a database up</li><li>- Specific packages – ie Access</li><li>- Updating</li></ul>
Managing Data	Information management techniques	<ul style="list-style-type: none"><li>- Archiving</li><li>- Backing Up</li><li>- Storing data securely</li><li>- Scanning and Storing</li></ul>

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Print & Design	Newsletters <ul style="list-style-type: none"><li>- Recommendations for software</li><li>- Training on software ie Publisher</li><li>- Printing of Newsletters</li><li>- Writing Copy &amp; Proofing Training</li><li>- Paper Newsletter vs eNewsletter</li></ul> Flyers/Posters <ul style="list-style-type: none"><li>- Recommendations for software</li><li>- Recommendations for Printers</li><li>- Poster/Flyer design Training</li></ul>
Digital Photography	Buying a Camera <ul style="list-style-type: none"><li>- Recommendations</li></ul> Software <ul style="list-style-type: none"><li>- Recommendations</li><li>- Cost</li><li>- Training – Software and composition</li></ul>
Presentations	Software <ul style="list-style-type: none"><li>- Training for packages such as Powerpoint</li></ul> Equipment <ul style="list-style-type: none"><li>- Recommendations</li><li>- Training in use</li><li>- Creating Manuals/Guides</li></ul>
Help and Advice	Independent views Consultants Support options Cost for Help and Advice
Health & Safety	Work Station Assessments <ul style="list-style-type: none"><li>- Training to do them</li></ul>
DDA	Training on Web Site accessibility issues <ul style="list-style-type: none"><li>- How it affects the site</li><li>- What to do</li></ul> ICT Equipment and Staff <ul style="list-style-type: none"><li>- Staff assessment</li><li>- What equipment is available</li><li>- Where is it available</li><li>- How much is it</li></ul>
Charity Deals/Discounts	- Where, When, Who from, How, How much?
Explanations and Training on:	
Data Protection Act and Freedom of Information Act	

# Havering ChangeUp Plan

## Conclusion.

Having visited the above groups we have found their ICT usage and requirements to be extremely diverse, ranging from modern and completely up to date office installations, to groups managing with a couple of 8 year old PC's.

There is no real pattern and apart from a funding issue the infrastructure seem to be based on their individual needs.

It is a 'chicken and egg' situation in that it is difficult to ascertain which comes first, i.e. the requirement or the ability.

With the current explosion of the Internet and email, it really is a necessity to have these facilities to hand to do business in today's environment.

A future project could do organisational health checks on these and additional organisations and provide a "prescription" regarding updating hardware, software and backups.

All of these projects will require ongoing support to manage crises, upgrading of systems and new operational requirements. It is considered that this is best served by an ongoing relationship with a known provider who maybe also has experience of working with these types of groups. The ICT provider could then link up these organisations with other services provided by the CVS (HAVCO) to assist with fundraising for specific equipment or to upgrade the systems.

All users identified the difficulty with accessing reliable and affordable support for their ICT and ongoing training and support needs.

It is concluded that this is a priority for future support investment in Havering as having access to good reliable ICT is a significant factor in the development of these organisations.

This also leads to the conclusion that the Infrastructure Organisations in Havering need Robust ICT Strategies, for both their own development and that of the Voluntary and Community Organisations within the borough. This will need consideration and action sooner rather than later.

# Havering ChangeUp Plan

## Appendix 2 - Havering Legal Report

### Introduction

The main aim of ChangeUp is to meet infrastructure needs of the voluntary and community sector (VSC) over the next ten years. A number of key principles have been identified in the ChangeUp Framework to ensure “that by 2014 the needs of frontline voluntary and community organisations will be met by support which is available nationwide, structured for maximum efficiency, offering excellent provision which is accessible to all while reflecting and promoting diversity, and is sustainably funded”. (*ChangeUp Capacity Building and Infrastructure Framework for the Voluntary and Community Sector, p7 Home Office 2004*).

In Havering mapping has taken place to ascertain voluntary and community sector infrastructure needs and to develop ways of meeting these needs. Areas in which mapping has taken place include:

- Performance Improvement
- Workforce Development
- Governance
- Financing Voluntary and Community Sector Activity
- Volunteering
- Social Enterprise
- ICT

Legal and HR support has also been identified as a priority requiring the collection of evidence around the type of support groups and organisations expect they may need. It was also considered important to offer a limited amount of free response and support for addressing immediate need.

InterChange Legal Advisory Service (“InterChange”) provided this service. InterChange is a specialist legal advisory service for charities and voluntary organisations with charitable aims. They also provide specialised training for voluntary sector groups on a wide range of issues employment law updates and are funded by the ALG to offer a subsidised pan London service to all voluntary groups. The specific requirements for this project were around charity law and governance and employment law. In order to assist this mapping exercise, Interchange offered to hold surgeries and provide training in related legal and HR issues.

To date one overview, two training (Dispute Resolution, Managing Absences) and two ½ day surgery sessions have taken place. A mail out was sent to all VCOs advertising the training and surgeries and follow up phone calls were initiated to groups. Further publicity took place through developmental workers and at meetings and events.

This report produced as a result of the above sessions will look at the findings about the quantity and type of need in Havering and inform future work required under the ChangeUp programme.

# Havering ChangeUp Plan

## Consultation Overview 29<sup>th</sup> March 2006

The aim of this session was to provide an overview of the work that InterChange can do with voluntary sector groups and consult with the participants on what sessions would be useful to them. 9 people turned up representing 7 voluntary organisations:

- Age Concern Havering, a well established charity supporting the elderly with over 40 staff
- Environmental People's Association a newly formed group with just volunteers;
- Family Information Group working with Families with 10 staff
- Francophone African Women Together, which trains women in dressmaking and other trades with a view to gaining employment.
- Seedtime Project a well established charity working with young people with 10-15 employees; and
- Front Lane Community Association a newly established community association.

The organisations varied from well-established charities with over 40 staff to newly formed organisations run by volunteers. The charities worked with a variety of different groups from the elderly to children and people with mental health problems.

The session was used to explain the work that InterChange undertook and to ask about the services available to groups in the Havering area. It was clear that the charities involved all felt that there was no accessible and affordable HR advice to small groups. It was also clear that all groups were struggling to find quality advice on HR and any other issue affecting charities from starting to employ staff to dealing with disciplinary and grievance issues.

All the groups involved indicated that they would welcome advice and training on the following issues;

- health and safety;
- drafting contracts for workers and employees;
- drafting policies and procedures for employees and workers;
- managing absence in particular sick leave;
- managing volunteers;
- advice on the financial implications of employing someone for the first time.

All the groups found the session really useful for networking in that the newly formed groups could get information and help from well-established charities.

On the training side, the participants advised that they had no access to training courses on legal issues affecting the voluntary sector. When the Interchange training brochure (as attached) was shown, most of the participants advised that they would not be able to afford the training. This was despite the fact that the IT training offers sliding scale of fees depending on the size of the organisation. One of the most established charities present said that they only had an allocated budget of £100 per person for training.

Feedback from this session was all very positive.

*"Further training /seminars on specific topics would be extremely valuable, particularly one- to- one sessions."*

There was a request for more specific one-to-one sessions and possible a voluntary sector helpline. All participants asked for training sessions on HR issues

## **Havering ChangeUp Plan**

As a result of this session we agreed to hold two half day training sessions and two half days of one-to-one surgeries.

### **Training 19<sup>th</sup> April and 17<sup>th</sup> May 2006**

It was clear from the consultation day held on 29<sup>th</sup> March that all the groups participating needed low cost, high quality training opportunities.

Two half day training sessions were ran for voluntary and community groups to attend. The first session which took place on 19<sup>th</sup> April 2006, focused on dispute resolution within the workplace and looked at drafting and using disciplinary and grievance procedures in light of the Dispute Resolution Regulations 2005. The second session was held on 17<sup>th</sup> May 2006 and addressed the ways in which a small organisation should manage staff absences, in particular sick leave.

Both days were very well attended and all the participants found the training days very useful.

The first session on dispute resolution was attended by 8 people from 5 different organisations.

Both training sessions were well received and one specific comment was that other groups should be encouraged to attend such sessions as there was a real need for that type of training in Havering.

*"Thank you for a very informative and thought provoking morning. I will share this learning with other organisations and hope that this course will be run again."*

It was clear from the training sessions that the voluntary organisations in Havering had no other resource for this type of advice and training.

The second session on managing absence was attended by 9 participants from 8 different organisations. This half day session could have been extended to a full day as the group were very interactive and found that they didn't have sufficient time to ask all the questions this topic posed.

The feedback again was very positive about the style of training and the topics covered.

Some of the participants used private firms such as peninsula for Human Resources advice, which can be costly and not specific to the voluntary sector. All the participants agreed that telephone advice on employment law issues and training days were vital for their groups but they had not be able to access this service. Although InterChange works across the whole of London, they were not aware of this service or what it could provide but equally, they were not prepared to travel to North London to access the free advice on offer.

In light of the positive feedback and the good attendance, this report would suggest that more training days on employment law issues and issues on charity law and governance would be very well received and beneficial to the Voluntary Sector in Havering.

# Havering ChangeUp Plan

## Surgeries 19<sup>th</sup> April and 17<sup>th</sup> May 2006

In addition to the training sessions, one-to-one legal surgeries were held with the following groups

- Different Strokes
- Environmental People's Association
- Friends of Mead Language Unit
- Age Concern Havering (two sessions)
- Havering Neighbourhood Watch Association
- Havering Women's Aid
- Front Lane Community Association

### Issues raised:

There were a wide variety of issues raised at the surgery sessions from charity law and governmental issues to employment related issues. In particular advice was given on:

- disputes with affiliated organisations;
- disputes within the organisation;
- incorporating as a charitable company;
- drafting employment contracts;
- dealing with sickness absence;
- dealing with pregnant employees; and
- redundancy issues and process to follow in redundancy situations.

Most of the advice was given during the sessions although there was follow up on a couple of the sessions with written confirmation of advice.

The feedback again from these sessions was positive and it was clear that all the groups involved felt that they would benefit from accessible and quality legal advice in the future.

### Conclusion:

In conclusion, this exercise has clearly shown that the voluntary sector in Havering is interested in accessing legal support services if they were available. All the participants indicated that they would be interested in attending further training sessions and surgeries on employment law, charity law and governance issues. In light of the feedback from the participants, this report concludes that cost effective, heavily subsidised legal advice and training provided locally is essential to ensure that the sector in the region is stable, effective and efficient.

Julie Bann  
InterChange Legal Advisory Service  
30<sup>th</sup> May 2006

# Havering ChangeUp Plan

## Appendix 3 – Havering Financial Report

### Financial Management Services through Community Accountancy for the Voluntary Sector in Havering

#### Introduction

#### ChangeUp

ChangeUp is a capacity building and infrastructure framework for the voluntary and community sector. It has been financed by an investment from the Home Office of £80 million spent up until March 2006, with a further £70 million to run until March 2008. Further funds will become available after that time. The investment is available for second tier support organisations. Each regional, sub-regional and local area has been required to put together a steering group to identify the specific capacity needs within their area and to decide how to use the investment to meet the overall aim of ChangeUp. The initial focus in many areas has been on reviews of current provision, mapping of provision and need, and the development of area-based business and strategic plans.

#### ACE (Accounting for Community Enterprises)

ACE (Accounting for Community Enterprises) is a project of HAVCO (Havering Association of Voluntary and Community Organisations), the Council for Voluntary Service in Havering. This report was commissioned from ACE in order to provide an overview of the range and type of services provided to local groups in the past and to assist in identifying new or emerging requests for services.

ACE has been involved in ChangeUp since March 2005. ACE is a member of the Barking & Dagenham ChangeUp Consortium, has input into the Havering ChangeUp Consortium through being a project of HAVCO, and received funding to develop new services from Redbridge ChangeUp Consortium to provide financial management training to Redbridge-based organisations and to assist Redbridge-based organisations with considering their 'financial health'.

As a sub regional project ACE has been involved in the sub-regional ChangeUp agenda is reviewing and assessing the infrastructure available to voluntary and community organisations in the sub-region in the area of financial management. ACE has provided an overview on the availability of payroll provision to voluntary and community organisations in the sub-region which is now available on the East London CVS website in order to signpost organisations to suitable and affordable provision.

# Havering ChangeUp Plan

## How Community Accountancy fits in with the ChangeUp framework

The ChangeUp framework sets out a ten year vision to improve the infrastructure of the voluntary and community sector. It is described as follows:

“This Framework sets out a bold but achievable aim – that by 2014 the needs of frontline voluntary and community organisations will be met by support which is available nationwide, structured for maximum efficiency, offering excellent provision which is accessible to all while reflecting and promoting diversity, and is sustainably funded.” (Active Communities Unit, 2004)

The ChangeUp investment is focused on six identified capacity needs of the sector:

- Performance improvement
- Volunteering
- Workforce development
- ICT
- Governance
- Financing voluntary and community sector activity

Community Accountancy links directly into the financial management strand. However, sound financial management is foundational to all infrastructure provision. It underpins budgeting for funding applications and the monitoring of project budgets. Organisations with weak **governance** often see this demonstrated in their inability to manage their finances.

This report will go on to look particularly at the needs within the London Borough of Havering through the experience of the current provider.

## Financial Management Services Needs in Havering – A Brief History

This Community Accountancy project began in August 2003 and started delivering financial management services to voluntary and community organisations in Havering in October 2003. Key issues have been;

- in responding to the needs of local groups, through developing suitable training and other services
- ensuring sustainable funding to maintain services which our clients have come to rely on
- having sufficient capacity to respond to local need

# Havering ChangeUp Plan

## Services currently provided

Initially ACE concentrated on just four main areas of services provided:

- Friendly and professional help and advice at the end of the phone or via e-mail for local voluntary and community organisations on any aspect of bookkeeping and accounting
- Quarterly newsletter giving help and advice to supplement the telephone / e-mail service
- Preparation and independent examination of annual accounts
- Training – helping with the specific training needs of voluntary and community organisations to equip people in these organisations to deal effectively with bookkeeping and accounting related matters

ACE is now over half way through its third year delivering services and aims to continually evaluate those services through consultation with client organisations and other stakeholders.

The evaluation is done through feedback forms completed by participants of all financial management training. We also ask for feedback from clients upon completion of their year end accounts and annually send out feedback forms to address post intervention comments.

Through this engagement this project has developed a full range of services to assist local VCS in their financial management.

The range of services that ACE has developed and is now delivering is as follows:

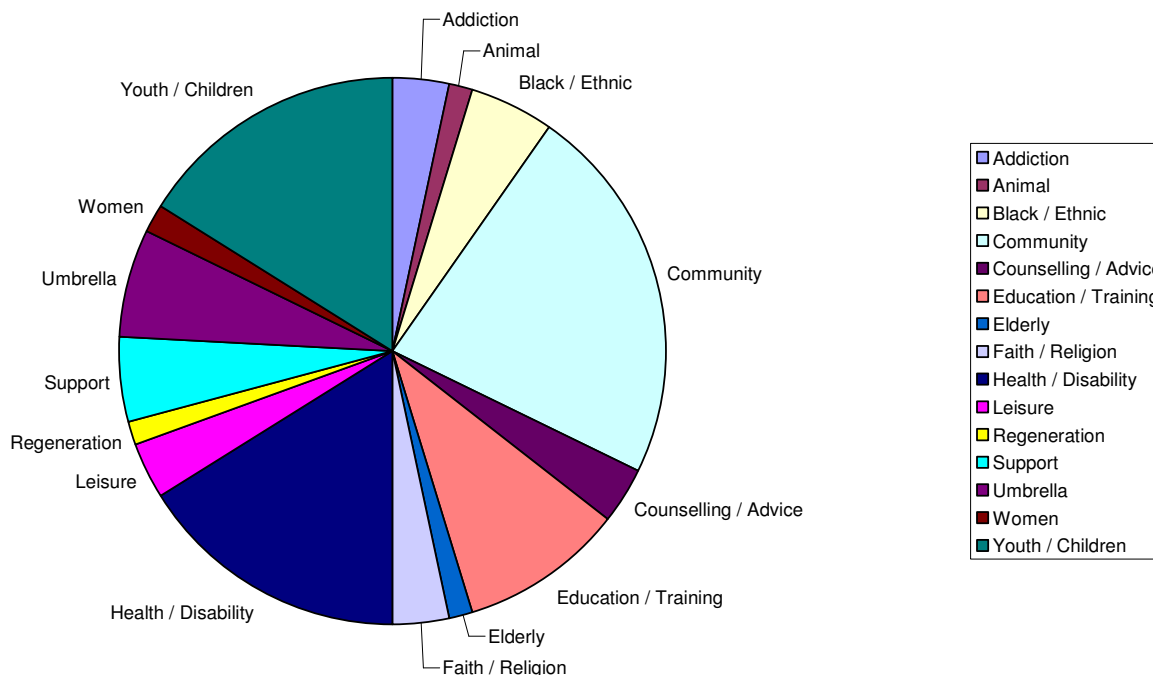
- Accounts services (the production and independent examination of accounts)
- Help and advice (ongoing support) via telephone and e-mail
- Help and advice (ongoing support) through visits
- A quarterly newsletter – ‘ACE Value’
- E-mail updates
- Finance training courses and workshops open to representatives of voluntary and community groups as well as to others
- Finance training for voluntary and community groups at their premises
- One-to-one finance training
- Assisting with budget / cash flow preparation
- Financial health checks
- Assisting with writing financial procedures documents
- Advising on financial systems
- Assisting with setting up financial systems
- Other one-off consultancy projects

## Financial Management Services Needs in Havering – Assessment of Current Needs and Supporting Evidence

In Havering we currently have 85 regular client organisations. Most of these organisations use our services on a regular basis, others we hear from when they have a particular financial management problem or need.

# Havering ChangeUp Plan

Breakdown by type of Havering groups ACE assisted during the year ended 31 March 2006



## Breaking down the services into three main areas

The current range of services breaks down into three main areas:

- The need for such organisations to have year end accounts that have been independently examined – this need is met by ACE’s accounts services.
- The need for such organisations to be able to access financial training services relevant to the voluntary and community sector – this need is met by ACE’s Financial Training Services.
- The need for such organisations to be able to occasionally access flexible financial management support that can be tailored to their needs with a cost that is affordable to them – this need is met by ACE’s Consultancies and Special Projects.

## Accounts services (the production and independent examination of accounts)

Although this service is still relatively new, last year this service was provided for 12 organisations in Havering and it is anticipated that the demand for accounts services will increase by around 50% in 2006/7. The organisations served range from small self-help groups to Charities with income up to £250,000. The extent of the service is limited by external regulation (primarily Company Law and the Charities Act), finance and service capacity.

It is anticipated that the thresholds for independent examination will soon be increased by changes in legislation which will mean an increase in the number of our clients.

# Havering ChangeUp Plan

## Financial training services

This is the most difficult area of the work to quantify. Training provision is in several formats – from a brief telephone call to answer a query on charity accounting regulations, to the complete review of an organisation's accounting systems with training for those involved.

The service includes:

- Ongoing support via telephone and e-mail
- Ongoing support through visits
- The production and distribution of ACE's newsletter – 'ACE Value'
- E-mail of news updates
- Financial training courses and workshops open to representatives of voluntary and community organisations as well as to others (programme of courses and workshops)
- Financial training for voluntary and community organisations at their premises (tailored training)
- One-to-one financial training

## Consultancies and special projects

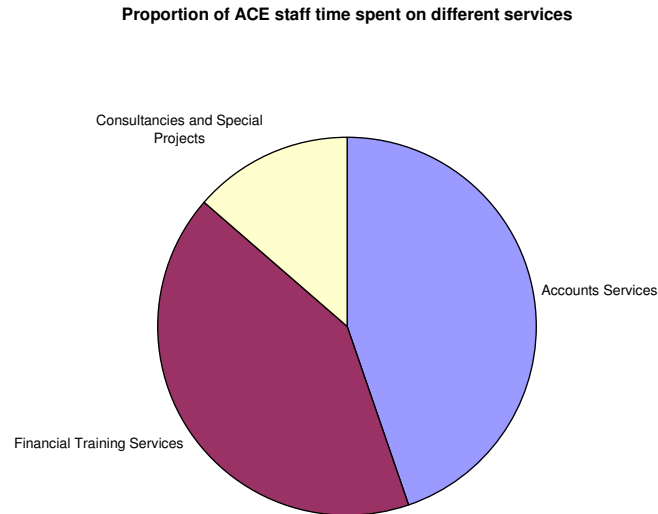
It is becoming an increasing feature of local service provision to provide services which fall outside of our usual activity. A typical example would be working with a voluntary or community organisation at their premises on an extended and regular basis to help them through a difficult period with regard to their financial management.

At present the local service has only limited capacity to respond to such requests but this area may need to be developed in the future if demand increases.

# Havering ChangeUp Plan

## Evidence of the demand in Havering for these three key service areas

The diagram below shows the proportion of ACE staff time spent across the three different key service areas in meeting the financial management support needs of voluntary and community groups in Havering.



## What financial management support are voluntary and community organisations in Havering requesting?

### Accounts services

Regulations require organisations to prepare year end accounts and have them assessed by someone with suitable experience independent of their organisation. Most organisations providing grant funding to these groups will also have this in their grant conditions.

### Consultancies and special projects

In the past year this project has responded to the following types of need;

- **Good Governance** – Support was provided to organisations to improve their financial management systems to assist in their reporting to trustees / management committee members
- **Addressing Difficult Times** – Support was offered to organisations where a key member of staff had left leaving the organisation with financial management difficulties or where financial and organisational difficulties had arisen from a dispute between trustees.
- **Good Signposting** – Where services were not able to be provided locally, ACE has developed a system of signposting to other services both within the voluntary sector and within the commercial sector e.g to a suitable / affordable payroll service.

# Havering ChangeUp Plan

## Financial training services

It is the financial training services that provide the best insight into the financial management support that voluntary and community organisations in Havering may need. While training is done in a number of different ways, by monitoring the questions asked during training and on the feedback forms, the project is able to respond to needs and anticipate the difficulties and problems that local voluntary and community organisations will face.

### Current portfolio of courses and workshops

The current portfolio of courses and workshops that has been put in place to meet demand is as follows:

<p><b>Basic Bookkeeping</b> A course covering the basics:</p> <ul style="list-style-type: none"> <li>• The legal requirements</li> <li>• Setting up and maintaining a cash book</li> <li>• Bank reconciliation</li> <li>• Petty cash</li> </ul>	<p><b>Preparing &amp; Using Budget Statements</b> Planning and managing your resources effectively:</p> <ul style="list-style-type: none"> <li>• Explaining budgets and budget forecasts</li> <li>• The benefits of having budgets</li> <li>• Planning and coordinating the budget process</li> <li>• Setting objectives</li> <li>• Types of budget</li> <li>• Preparing and composing budget forecasts</li> <li>• Budget as a control tool</li> </ul>
<p><b>Year-End Accounts</b> Understanding your group's accounts:</p> <ul style="list-style-type: none"> <li>• Charities and charitable companies – the legal framework</li> <li>• What the Charity Commission requires</li> <li>• Receipts &amp; Payments or accruals accounts?</li> <li>• Finding your way around year-end financial statements (accounts)</li> <li>• Restricted and Unrestricted and endowment funds</li> </ul>	<p><b>Using Excel Spreadsheets for Voluntary Sector Finances</b> Ideas on how to apply Excel to your group's needs:</p> <ul style="list-style-type: none"> <li>• Some basic ideas</li> <li>• Creating a well-formatted budget</li> <li>• Looking at putting your Cash Book on Excel</li> </ul>

## Havering ChangeUp Plan

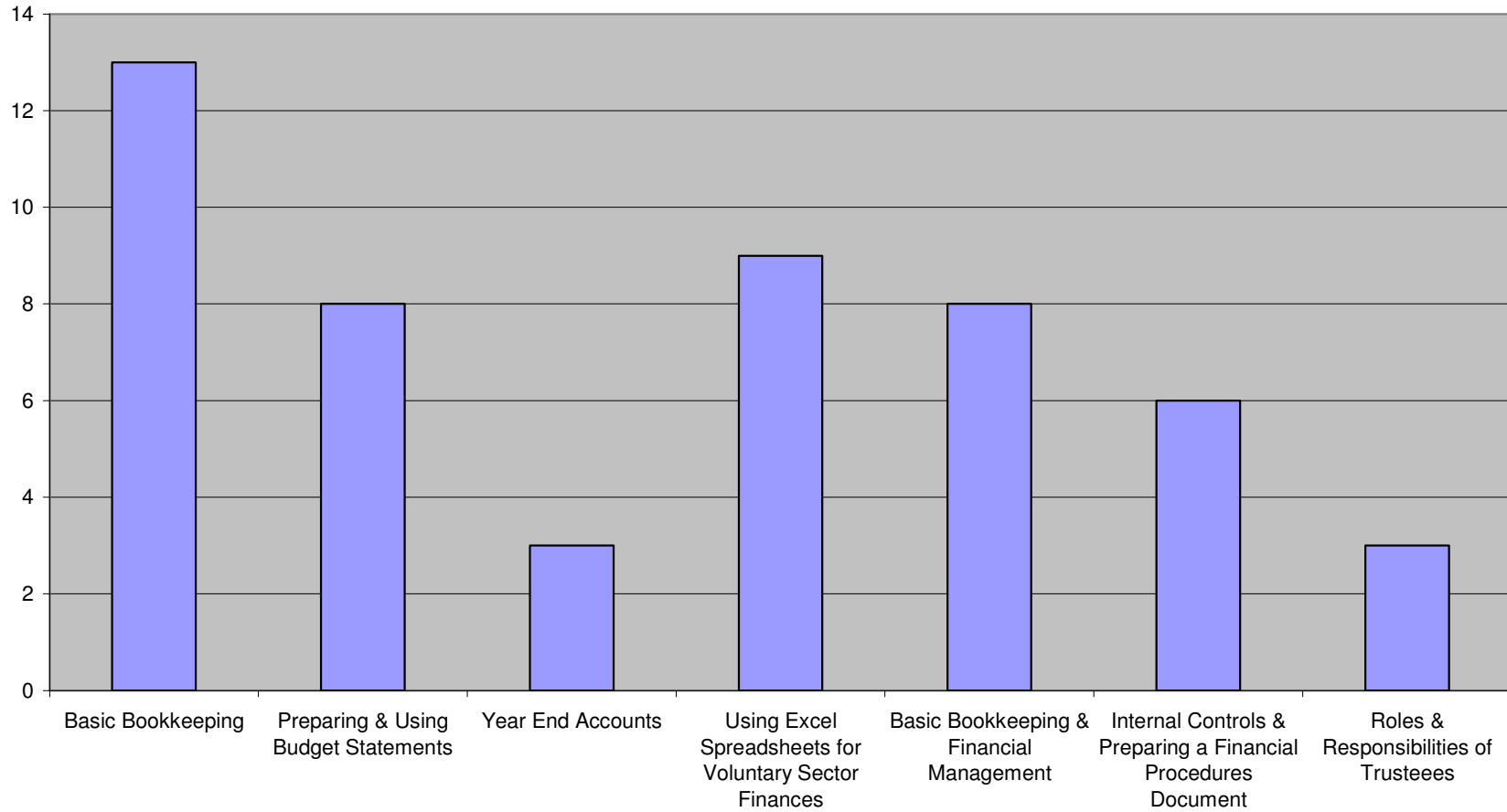
<p><b>Introduction to Computerised Accounts</b> An opportunity to see how computerised accounting packages can help:</p> <ul style="list-style-type: none"> <li>• The need for a proper accounting system and why consider computerising?</li> <li>• Components of a computerised accounting system</li> <li>• How do computerised accounting packages work?</li> <li>• A practical look at computerised accounting using QuickBooks</li> </ul>	<p><b>Basic Bookkeeping &amp; Financial Management</b> A course that deals with the key points on:</p> <ul style="list-style-type: none"> <li>• How to set up a bookkeeping system suitable for your organisation</li> <li>• How to plan your organisation's finances</li> <li>• Managing internal risk</li> </ul>
<p><b>Internal Controls &amp; Preparing A Financial Procedures Document</b> Looks at systems for protecting your group:</p> <ul style="list-style-type: none"> <li>• The concept &amp; aims of the internal control system</li> <li>• Types of internal control</li> <li>• Internal control issues</li> <li>• Basic principles &amp; key components</li> <li>• Preparing a financial procedures document</li> </ul>	<p><b>Roles &amp; Responsibilities of Trustees</b> What trustees need to know and be doing:</p> <ul style="list-style-type: none"> <li>• How can you appoint and train good trustees?</li> <li>• General principles</li> <li>• Duties relating to finance &amp; accounting, fundraising, staff, investments, land and other assets</li> <li>• Charity Commission registration</li> <li>• Liability and delegation</li> <li>• Preparing a trustees' annual report</li> </ul>

### **Evidence of the comparative demand for the different courses**

Evidence of the comparative demand for the different courses in the portfolio is demonstrated by the bar chart on the next page that shows take up of these courses in Havering for the year 2005/6.

# Havering ChangeUp Plan

Number of Havering-based training course places taken up during the year ended 31 March 2006



## Havering ChangeUp Plan

While the total take up of courses in Havering in the year was 50, the previous year it was higher at 61. It is considered that take up for a particular course tails off the longer the course has been running for. However new courses are constantly being developed in order to address the skills gap in financial management.

It is notable from the bar chart on the previous page that the 'Introduction to Computerised Accounts' course did not run in Havering in the Year Ended 31 March 2006, as there was no demand for it. This is an example of the need to continually monitor to make sure material available is appropriate to demand. All voluntary and community organisations in Havering that expressed an interest in attending a computerised accounting course had done so in the previous year. This led to a request for a course that looked at using Excel Spreadsheets for accounting purposes and the 'Using Excel Spreadsheets for Voluntary Sector Finances' course was developed.

The material included in courses and workshops cover the demand for two main areas:

**Financial Management** – Courses like Basic Bookkeeping, Preparing and Using Budget Statements, Etc.

**Governance** – Roles & Responsibilities of Trustees and Internal Controls & Preparing a Financial Procedures Document

The main subject matter area a course or workshop covers clearly has an impact on what people within an organisation attend; the most obvious example of this is trustees attending 'Roles & Responsibilities of Trustees'. Clearly many courses and workshops cover both areas and attract a wide variety of people within an organisation.

**Governance** itself is one of the six capacity needs of the voluntary sector identified through ChangeUp. **Finance Management** links in with many if not all of the all six capacity needs identified:

- Performance improvement
- Volunteering
- Workforce development
- ICT
- Governance
- Financing voluntary and community sector activity

### **New course and workshop material**

The Change Up agenda has encouraged ACE to assess the current demand for course and workshop material for the coming year. Through a specific consultation, clients requested workshop based training days and material for the following workshops has been written and the workshops have already started to be delivered.

## Having ChangeUp Plan

<p><u>Basic Bookkeeping Workshop Using Excel Spreadsheets</u></p> <p>This workshop uses an Excel Spreadsheet cashbook already set up with formulae and analysis tools to do the hard work. The spreadsheet is protected to minimise the risk of a user accidentally corrupting it (these accidents are often the biggest risk of using Excel Spreadsheets for financial management needs). As well as covering the cashbook and petty cashbook the workshop goes on to look at bank reconciliations and how the information from the cashbook and petty cashbook might be presented to a management committee as a report.</p>	<p><u>Guarding Against Errors, Omissions &amp; Fraud Workshop</u></p> <p>This workshop considers the risk of errors, omissions and fraud for an organisation and what can be done to reduce such risks. The workshop uses material from ACE's course Internal Controls and Preparing a Financial Procedures Document, but will also use new materials and gives the chance to start typing up a Financial Procedures Document in Word.</p>
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<p><u>Year End Accounts / Financial Statements Workshop</u></p> <p>Year End Accounts has been one of ACE's most successful courses, but with many of ACE's clients having already been on this course we have looked to develop further materials around this subject. This workshop is ideal to attend at the timely point in the year for an organisation i.e. just before the organisation has to start making sure its year end accounts are produced. A workshop approach is adopted and ACE uses new materials where possible to keep the topic fresh for those that have looked at year end accounts / financial statements with ACE previously.</p>	<p><u>Budgeting Workshop Using The Full Cost Recovery Approach</u></p> <p>Full Cost Recovery is all the talk at the moment as funders are beginning to accept that they do need to fund a contribution to those management and administration costs as well as fund the front line service delivery. This workshop looks at budgeting in a way that makes sure organisations can have ALL their costs covered. The workshop spends some time considering the behaviour of different costs giving participants an all round better appreciation of what it costs to make something happen. The workshop uses an Excel Spreadsheet budget template to do some Full Cost Recovery budgeting.</p>
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### Conclusion

This report has demonstrated the range of Financial Management Services that are currently available to local voluntary and community organisations in Havering.

There is a need for sustainable Financial Management Services for groups and organisations in Havering. Such services are necessary for the continued development and growth of groups and organisations as they:

- Address a skills gap through training
- Ensure better financial management
- Ensure better use of resources through better planning and budgeting
- Signpost to other services that may be required, for example signposting to payroll service providers both within the voluntary sector and within the commercial sector
- Make sure that regulatory requirements are met, for example in the preparation and examination of year end accounts
- Can be flexible, when necessary offering service provision that falls outside of usual Financial Management Services activity

Existing Community Accountancy Services are contributing significantly to address a skills gap in the financial management of groups and organisations. As gaps are being filled, new gaps and needs are emerging and the overall skill level in the sector is increasing.

Where there are staff and volunteer changes within organisations there continues to be a demand for all services, and some services like the preparation and examination of year end accounts will always be required.

**The need to review services constantly in response to changes in legislation and local need is a feature of this type of service as can be demonstrated by the changes to services experienced within the first three years of this project.**

While this report is not able to predict in detail what long term future changes may be necessary, it has tried to look at the short to medium term demand for Community Accountancy Services in order to ensure that an appropriate level of support is available to local groups and organisations in Havering.

## Appendix 4 - List of Organisations Contacted

1838 (Elm Park) Squadron, Air Training Corps
1st Rainham Cubs
1st Stop Drug Service
1st Upminster Scout Group
21st Romford Scout Group
452 Squadron (Hornchurch) Air Training Corps
6th Hornchurch Guides/ Saltire Youth Group
Abbeyfield Havering Society Limited
Abbeyfield Society
Add Up
ADD+UP
Adults with Learning Disabilities
African Aids Action
African Culture Arts and Sport Network
After Adoption
Age Concern Havering
Albe Skate Park
Alcohol Advisory Service
Alzheimer's Society - Havering Branch
Anxiety Care
APRIL (Adverse Psychiatric Reactions Information Link)
Ardleigh House Community Association
Asian Welfare Society of Havering
Asian Women Association
Baha'is of Havering
Barking & Dagenham Crossroads
Barking Havering & Brentwood Mental Health User Group (HUBB)
Barking, Havering & Redbridge Hospitals NHS Trust
Barnardos
BBC Neighbourhood Gardening Scheme
Bed Rock Radio
BETRA Youth
BHB Alcohol Advisory Service
Bigpot
BLISS
Bowmen of Ardleigh
British Heart Foundation (Shop)
British Red Cross Society
Brooklands Green Residents Association
Business In Prisons
Cancer Research UK (Shop)
Cancer Research UK Wishes
Canine Concern
Card Aid
Care & Share
Careline
Carers Havering Branch
Caress
Catholic Handicapped Fellowship
Cats Protection - Hornchurch & District Branch

## Havering ChangeUp Plan

Cavendish Park Association
Charis Youth Development Club
Chase Cross Baptist Church
Child Death Helpline
Children's Country Holidays Fund
Chipmunka Publishing & Foundation
Church of the Good Shepherd, The
Community Accountancy Service
Community Drug Advice Service
Community Health Council
Connexions - Futures
Corbets Tey United Reformed Church
Coventry University
Cranham Over 60's Club
Cranham Regeneration Group
Cranham Youth Support Group
Crisis Open Christmas 2005
Dallaway Steelband Music School
Deafblind Uk
Disablement Service Barking & Dagenham (DABD)
Disablement Services Centre
Drugsline Chabad
Elim Christian Centre
Elm Park Regeneration Steering Group
Encaustic Arts
Essex Islamic Trust
Essex West Remap
Face Forward
Fairkytes Sight-Impaired Pottery & Craft Group
Family Information Group (FIG)
First Step
Five Star Youth Club
Forest Lodge Activity Centre
Fountain Care Centre
Francophone African Women Together (FAWT)
Friends of Brittons Park
Friends of Goodmayes Hospital Co. Ltd
Friends of Havering Museum
Friends of Sure Start
Friends of the Earth (Havering)
Friends of The Secret Garden (Harrow Lodge Park)
Friends of Yew Tree Lodge
Friendship Club For The Visually Handicapped
From Offending To Employment (London Action Trust)
Front Lane Community Association
Gingerbread London Resource Centre
Given Time
Greater London North East Scouts
Guide Association
Guide Dogs For The Blind Association
Harold Hill Events Committee
Harold Hill Youth Affairs Forum (LBH)
Harold Wood Hospital Radio
Harrow Lodge Conservation Group

## Havering ChangeUp Plan

HAVCARE
Haven House Foundation
Haverettes Girls Band
Havering & Brentwood Bereavement Service
Havering & District Disabled Motorists club
Havering & District Stroke Club
Havering Access & Advisory Group (HAAG)
Havering Agoraphobic Society
Havering Arts Council
Havering Arts Forum
Havering Asian Social & Welfare Association (HASWA)
Havering Association for People With Disabilities (HAD)
Havering Breast Cancer Support Group
Havering Business & Education Partnership
Havering Business Education Partnership (HBEP)
Havering Christian Fellowship
Havering Citizens Advice Bureau
Havering Community Transport
Havering Community Transport Association
Havering Concert Orchestra
Havering Crime Prevention Panel
Havering Crossroads
Havering Family Diabetes Group
Havering Forum For Older People
Havering Gingerbread Group
Havering Hearties Cardiac Support Group
Havering Heritage
Havering Humanist Society
Havering Islamic Cultural Centre
Havering Leaving Care Service
Havering Libraries
Havering Marching Militaire
Havering Maybrook Athletic Club
Havering MIND
Havering Museum Ltd
Havering Music School
Havering Neighbourhood Watch Association
Havering PCT (Healthcare)
Havering Plus
Havering S.A.N.D.S.
Havering Samaritans
Havering Shopmobility
Havering Shopmobility Association
Havering Sickle Cell & Thalassaemia Support Group
Havering Talking Newspaper
Havering Twinning Educational Association
Havering Venture Motorvations
Havering Victim Support Scheme
Havering Voluntary Youth Forum
Havering Womens Aid
Havering Youth Offending Team
Healthy Lifestyles
Heaton Way United Reformed Church
Home Start Havering

## Havering ChangeUp Plan

Homebased Group
Home-Start Havering
Hornchurch & District Historical Society
Hornchurch & Upminster Sea Cadets
Hornchurch District Scout Association
Hornchurch East District Guides
Hornchurch Housing Trust
Hornchurch Women's Tuesday Club
Hubb Mental Health User Group
Hylands Independent Community Action Group
Hylands Park Action Group
Hymx (Harold Hill Youth Moto-X)
Ilford Community Centre
Information Shop & Youth Zone/Youth Service
Inspiration
JONACC Services
Key Counselling Services
LBH Employment Resource Centre (ERC)
LBH Youth Support Service
League of Friends, Oldchurch Hospital
League of Friends, St. George's Hospital
Learning Freeway
Leaside Colts Football Club
Legal Action
Leukaemia Care Society
Liberty Credit Union
Liberty Youth Care Project
Liberty Youth Club
Lilliputs
London Animal Day
London Borough of Havering
London Lesbian & Gay Switchboard
London North East Community Foundation
London Notting Hill Carnival 2005
LUPUS UK
Macon Way Chat Room
Macular Disease Society - Romford & Hornchurch Group
Make-A-Wish Foundation
Mardyke Environmental Community Group
Mas-O-Rama Arts
Maylands Green Junior. Table Tennis
Maylands Juniors Table Tennis Club
Metropolitan Police Service - Havering Borough
Monday Senior Citizens Club
Motor Neurone Disease Association (Local Branch)
MS Development Corporation
Multiple Sclerosis Society (Redbridge Branch)
Muslim Women's Association Of Havering
Nason Waters Day Centre
National Childbirth Trust (Havering Branch)
National ME Centre & National Tremor Foundation
NCH Charity Shop
NCH London Independent Visitors Consortium
New Century Area Residents Association & Neighbourhood Watch

## Havering ChangeUp Plan

Nightingale House
No Panic
NONE
North East London Mental Health Trust
NSF Clear-A-Head
NSPCC Essex Young Witness Project
Old Age Pensioners League
Oldchurch Hospital Bedrock Radio
One Life
Parents of Autistic Children Together (PACT)
Parkinson Disease Society (Havering)
Parklands Junior School
Partially Sighted Society (Havering Branch), The
Pathway Counselling
PDSA (Fundraising Department)
PDSA (Shop)
People First (Havering)
Pettits Youth Club
PHASE(Prostate Health Advice, Support & Education)
PKU London & Home Counties Support Group (Phenylketonuria)
Playtime (Parent & Toddler)
PussyCat Lodge Trust
Queens Theatre
Rainbow Trust
Rainham Association For Village Events (RAVE)
Rainham Carnival Association
Rainham Friendship Club
Rainham Newtonettes
Rainham Residents Association
Ramblers Association
Redbridge Night Shelter
RELATE
Relate - North East London
Religious Society of Friends/Romford Quaker Centre
Rethink Employment Service
Rethink Good Companions
REVELLERS
Richard House Children's Hospice
Rom Valley Round Table
Romford & District Scout Association
Romford Borough Youth FC
Romford Cancer Care & Share Group
Romford Counselling Service
Romford Deaf Centre
Romford District Scout Association
Romford Drum & Trumpet Corps
Romford Evangelical Free Church
Romford Football Club
Romford Methodist Circuit Youth Forum
Romford Model Railway Society
Romford United Reformed Church
Romford War Memorial Old Folks Club
Romford YMCA
Royal Association for Deaf People (RAD) - Romford Branch

## Havering ChangeUp Plan

Royal National Institute of The Blind
Royal Society For The Protection Of Birds (RSPB)
Royals Youth Centre
Rugby House
Rush Green Community Association
Salvation Army Care & Share Shop
SANDS - Stillbirth and Neonatal Death Society
Save the Children UK
Seedtime Project
Sight Action (Havering)
Social Enterprise Support Unit (SESU)
South East Essex Christian Hospice
South Essex Good Companions
South Essex Switchboard
Spilsby Carers Association
SSAFA Forces Help - London North East
St Luke's Hospice
St. Andrew's Church (Romford)
St. Bernards Day Centre
St. Edwards C of E Comprehensive School
St. Edward's Church
St. Francis Hospice
St. Francis Hospice (Shops)
St. George's Church & Centre
St. John & St. Matthew Church
St. John The Evangelist
St. John's & Matthew Church / Vicarage(Rainham)
St. John's Ambulance Brigade
St. Kilda Early Years Centre
St. Mungo's (Main Office)
St. Raphaels Club (Romford)
St. Raphels Club Romford
Staywell 75+ (PCT)
STIX Baton Twirling Group
Street Child Africa Ltd (Head Office)
Street Child Africa Ltd (Local)
Sure Start
Synergy
Tenant Participation Officer
Thames Chase Forest Centre
The 3H Club
The Community Consortium
The Food Chain
The Independence Project Mcch Society Ltd
The Prince's Trust Volunteers Programme
The Way Out
The Wennington Village Association
Thyroid Support Group
Torchlight Carnival Association of Havering
Trinity Methodist Church
Upminster Riding For The Disabled Association
VCAH-Volunteer Community Action Havering
Victim Support Havering
Village Retreat

## Havering ChangeUp Plan

Voluntary Care Romford
Walking The Way To Health Initiative - LBH
Wanderers Haven Animal Sanctuary
Well Family Service
Wellgate Community Farm
Wennington Village Association, The
Whybridge Parent Association
Wireless for the Bedridden
WISH (Women In Secure Hospitals)
Women In Business Essex
Women Together
WORLDwrite
YMCA Training
Young Enterprise