

Leading a Pan London VCS Action Plan

An event facilitated by GOL and VCS Engage on 25th June 2008

Feedback and initial overview of discussions

1 Communications

Leads - CYP Engage, London Policy Group and GOL

Overall Aim	<i>Improved communications across VCS in London</i>
Specific Aims – Process the difference we hope to make (outcomes)	<ul style="list-style-type: none"> • Co-ordinated VCS communication across London • Right influence to right people • Communications are streamlined and appropriate to the audience • Identification of the right systems for the coordination of communication • Systems in place for sharing information between the VCS and statutory sector • Sustainability for the London CYPs infrastructure and the aims of VCS Engage approach • Breaking down cultural barriers and improved joint working
Specific Aims – Culture the difference we hope to make (outcomes)	<ul style="list-style-type: none"> • Improved joint working within VCS with the sharing of expertise and resources • Improved joint commissioning within statutory departments/agencies • Improved and more effective communications in place between statutory partners and the CYP VCS • Increased awareness of the voluntary, community sector infrastructure providers • Policy influenced and informed by the VCS
Objectives – how we plan to achieve our aims (Outputs)	<ul style="list-style-type: none"> • Provision of a central reference point for communications to the CYP VCS • The development of a communications chart, identifying communications hubs for signposting across a range of networks • The development of a map of infrastructure networks and organisations across London • Concentration on strategic and high level discussions between networks on a regional basis via the London CYP Engage Network • The development of more effective systems for sharing of good practice across all partners • Information overload managed through network discussion and an action plan to address this developed and implemented • Communications to statutory partners over appropriate VCS forums / networks with which to

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	engage		
	Activity	Lead and timescale	Resources
<p>Activities – 1. Cross Workforce what we plan to do and what resources we will use (Inputs)</p>	<ul style="list-style-type: none"> • The facilitation of ongoing dialogue across all partners around needs and requirements of the VCS being reviewed as part of the pan London action plan • To develop effective representational structures regionally and ensure that infrastructure organisations are networked into these • The Pan London Action plan to be disseminated and updated on 6 monthly basis • Knowledge management portal in place • Communications map developed of CYP infrastructure and networks • Core reference group in place and sub groups to facilitate the Pan London 	<p>London CYP Engage Network and Statutory Partners via the LCYPB</p> <p>London CYP Engage Network</p> <p>London CYP Engage Network</p> <p>Lead facilitator to be identified</p> <p>London CYP Engage Network 3sa London Policy Group, CVS CYP group, LCYPPB</p>	<p>VCS Engage and other resources to be identified</p>

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<p>2. Communications – advocacy</p>	<p>action plan</p> <ul style="list-style-type: none"> • Policy and lobbying roles clarified and co-ordinated through the London CYP Engage Network with reference to other networks and supported by VCS Engage work plan • Representational structures across the region mapped and communications systems developed • Consultation with the sector on key areas for lobbying with feedback and communications system in place 	<p>London CYP Engage Network and VCS Engage</p>	
<p>3. Communications – Signposting</p>	<ul style="list-style-type: none"> • Self determined and rationalised signposting & knowledge management in place via the London Policy group, NCVCCO, CVYS (where in place) and LVSC • Communications hubs identified and mapped with links between them clarified 	<p>London CYP Engage Network and GOL (YLM)</p> <p>All key partners</p>	<p>To be identified</p>

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	<ul style="list-style-type: none"> • Communications chart disseminated and updated to all partners • Signposting in place across sites • Identified information sources with links in place between them • Identified sources of information on good practice across the sector 		
4. Intra sector – Training and Development	<ul style="list-style-type: none"> • Better links between strategic and high level groups across the region with regional action plan in place and being reviewed • Communication map and linkages shared with all CYP networks for dissemination and use with network members • NCVYS online training director available as an entry resource 	London CYP Engage Network and VCS Engage -	VCS Engage NCVYS
5. Research and Development	<ul style="list-style-type: none"> • To review the impact of LAAs on children’s trust funds in London • To assess the impact on 	LVSC Policy Team and VCS Engage - July 2008	LVSC and VCS Engage further resourcing required

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	<p>London's CYP VCS through the development of commissioning approaches regionally</p> <ul style="list-style-type: none">• Coordination of research already carried out and strategies for addressing areas of needs		
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2. Effective Engagement

Leads – London CYP Engage, London Policy Group and GOL

Overall Aim	<i>Ensuring that all local VCS organisations are effectively engaged and involved in local decision making by improving the breadth and effectiveness of existing networks</i>		
Specific Aims – Process the difference we hope to make (outcomes)	<ul style="list-style-type: none"> • Robust local representation structures with strong communications systems • Improved information sharing across all partners • Equitable access to commissioning process • Increased recognition of the impact of infrastructure groups 		
Specific Aims – Culture the difference we hope to make (outcomes)	<ul style="list-style-type: none"> • Mandated voice for CYP VCS at a local and regional level • Better engagement of small VCS, BAME, and other interest areas • Improved co-ordination and better targeted resources across the sector • Improved recognition of the need for dedicated staff and sustainable VCS infrastructure systems 		
Objectives – how we plan to achieve our aims (Outputs)	<ul style="list-style-type: none"> • Mapping: existing local representational structures across London and gaps • Resources and good practice bank, specifically addressing gaps • Training and support for: infrastructure workers facilitating representational systems and VCS reps on local decision making groups; 		
Activities -theme	Activities	Lead and timescale	Resources
Activities – 1. Cross Workforce what we plan to do	<ul style="list-style-type: none"> • Mapping of existing local representational structures across London (including youth specific networks) 	VCS Engage	VCS Engage NCVCCO CYP policy group GOL

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and what resources we will use (Inputs)	<ul style="list-style-type: none"> • Survey of good practice in children's trusts • Information collated and shared across all partners • Facilitation of good practice events and seminars on VCS Engagement in the delivery of extended services in schools 	Continyou	NCVYS GOL and Continyou
2. Communications – advocacy	<ul style="list-style-type: none"> • Building and supporting robust CYP networks • Targeted support in areas with additional needs 	Pan-London VCS CYP network of CVSS, CYVS where in place	
3. Communications – Signposting	<ul style="list-style-type: none"> • Maintenance of online resource bank for sharing of good practice • Maintenance of online calendar, including meetings, consultations and events 	NCVCCO, NCVYS LVSC GOL	LVSC NCVCCO VCS Engage NCVYS
4. Intra sector – Training and Development	<ul style="list-style-type: none"> • Training and support for infrastructure workers and VCS reps operating a robust system of representation on local decision making boards • Training and support for VCS representatives on children's trusts boards – to recognise 	VCS Engage NCVCCO LVSC NAVCA NCVYS	VCS Engage NCVYS

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	<p>the importance of structures and to effectively engage all</p> <ul style="list-style-type: none"> • NCVYS learning framework for infrastructure networks and residentials • Extended services networks with VCS groups facilitated on a termly basis 	Continyou	
5. Research and Development	<ul style="list-style-type: none"> • Development of online resource bank for sharing of good practice • Research to inform training and support 	VCS Engage NCVCCO LVSC GOL NCVYS	VCS Engage NCVCCO LVSC

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3. Representation and Pan London Specialist groups

Leads - CYP Engage with specialist infrastructure groups

Overall Aim	<i>Increase the engagement and representation of regional specialist VCS groups in local decision making</i>
Specific Aims – Process the difference we hope to make (outcomes)	<ul style="list-style-type: none"> • Mandated voice at a local and regional level • Identified communities of specific need will have the opportunity, need, voice and resource to be represented within structures e.g. Children’s Trusts and LSPs • Well structured links between VCS groups with specific expertise
Specific Aims – Culture the difference we hope to make (outcomes)	<ul style="list-style-type: none"> • Improved working between specialist regional groups and local groups using existing networks and infrastructure
Objectives – how we plan to achieve our aims (Outputs)	<p>This will be achieved through the following ways</p> <ul style="list-style-type: none"> • Shout – advocating the considered needs of marginalised and dispersed communities utilising the skills, knowledge and experience of those communities, CVS, at both a regional and local level • Store – collecting information and research/knowledge about our specialism and hold that as a repository for guidance, support and future developments • Share – facilitation through capacity building, network and fora, the information, research and knowledge from our membership around the needs of marginalised and dispersed communities enabling targeted work • Support – supporting members in either their direct engagement at LAA level or the pan regional viewpoint as a second tier organisation

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Activities theme	Activities	Lead and timescale	Resources
<p>Activities – 1. Cross Workforce what we plan to do and what resources we will use (Inputs)</p>	<ul style="list-style-type: none"> • Multi agency training bringing specific groups together with VCS representatives • Diversity training and resources to engage faith and BAME communities on line from NCVYS • Specialist development officer in place at NCVYS developing links, networks, training and resources 	<ul style="list-style-type: none"> • Representation and Pan London Specialist groups • NCVYS 	VCS Engage and other resources to be identified NCVYS
<p>2. Communications – advocacy</p>	<ul style="list-style-type: none"> • Joint publicity and events to raise awareness • Profiling of good practice around effective engagement via regional web sites 	Pan London Specialist 2 nd tier networks & London CYP Engage Network	
<p>3. Communications – Signposting</p>	<ul style="list-style-type: none"> • Links to support and advice from regional groups profiled to all CVS groups and VCS representatives 	Specialist 2 nd tier networks	
<p>4. Intra sector – Training and Development</p>	<ul style="list-style-type: none"> • To investigate and promote – the resourcing and development of a pan London engagement model 	Specialist 2 nd tier networks	VCs Engage Training Programme and other resources to be identified

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	<p>of these specialist groups that can affect positive change on a local and regional level</p> <ul style="list-style-type: none"> • Pan London representative training re particular sub sectors needs • To profile and develop a range of training and capacity building opportunities to support VCS reps on Children's Trusts to help address and meet performance targets 		
5. Research and Development	<ul style="list-style-type: none"> • To analyse representation within LAA and Children's Trusts arrangements • Identify who the excluded groups are and bring them together to review development needs • To undertake an impact assessments on what difference do LAA make 	VCS Engage, Pan London Specialist 2 nd Tier networks	To be identified
Other	<ul style="list-style-type: none"> • HEAR group • Commission for Equality and Human Rights • Specialist 2nd tier networks 		•

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	<ul style="list-style-type: none">• GLA• Note specialist = communities of need i.e. LGBT, BAME and specific services i.e. Play		
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4. Innovation

Leads CYP Engage, Innovation Exchange

Overall Aim	<i>Innovation – new innovative services being developed through partnerships across the statutory and third sector</i>		
Specific Aims – Process the difference we hope to make (outcomes)	<ul style="list-style-type: none"> • Innovation across the CYP VCS Sector in key areas • Integrated creative solutions and innovative practice • Ensure that mirror image commissioning does not squeeze out innovation and risk taking 		
Specific Aims – Culture the difference we hope to make (outcomes)	<ul style="list-style-type: none"> • Raise the profile of innovation across providers • Develop a culture by providing platform for innovators 		
Objectives – how we plan to achieve our aims (Outputs)	<ul style="list-style-type: none"> • To support innovation in three areas of development: <ul style="list-style-type: none"> ○ Mobility and cross borough working ○ Small to large organisations and partnerships ○ Measuring impact i.e. SROI, prevention and quantifying the role of the sector, evidence of effectiveness 		
Activities – theme	Activities	Lead and timescale	Resources
Activities 1. Cross Workforce what we plan to do	<ul style="list-style-type: none"> • The facilitation of a Pan London event to generate ideas around mobility and cross borough working 	Innovation Exchange and VCS Engage	

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and what resources we will use (Inputs)	<ul style="list-style-type: none"> The development of action learning sets on impact assessment i.e.SROI (social return on investment) 	NCVCCO and VCS Engage	
2.Communications – advocacy	<ul style="list-style-type: none"> To promote the need to include a focus on supporting innovation within commissioning training 	Innovation Exchange, VCS Engage and OTS	
3.Communications – Signposting	<ul style="list-style-type: none"> To identify and publicise the role of community engines in consortia developments across the region To develop and profile web based resources via innovation exchange to publicise practice 	Innovation Exchange and VCS Engage	
4.Intra sector – Training and Development	<ul style="list-style-type: none"> To support the development of an innovation network across London – shadowing and mentoring, innovations champions NCVYS learning framework and mentoring approach to be shared with wider partners 	Innovation Exchange and VCS Engage NCVYS	

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	<ul style="list-style-type: none">• To share what we need to learn not just our expertise through a range of events and learning opportunities• To work with pan London networks and support training and capacity building around consortia developments• To develop and facilitate a consortium event – small to large organisations		
5. Research and Development	<ul style="list-style-type: none">• Research into tipping points		

5. Quality Assurance

Overall Aim	<i>Improved service delivery</i>		
Specific Aims – Process the difference we hope to make (outcomes)	<ul style="list-style-type: none"> Proposed new ways to increase investment without taking away from delivery All funders value quality and have the confidence that VCs can deliver good outcomes 		
Specific Aims – Culture the difference we hope to make (outcomes)	<ul style="list-style-type: none"> VCS committed to securing quality assured practice Create a new and shared culture that QA matters and can be continuously improved and invested in All London DCS and commissioners know about and value current quality assurance systems and practice within the VCS- 2 way street that covers all provision both statutory and voluntary sector 		
Objectives – how we plan to achieve our aims (Outputs)	<p>This will be achieved through the following ways:</p> <ul style="list-style-type: none"> The profiling existing systems to commissioners and VCS Ensuring that QA systems are linked to ECM Gaining VCs consensus on what shared service user outcomes are Impact assessments on what difference LAA makes 		
Activities –theme	Activities	Lead and timescale	Resourcing
Activities 1. Cross Workforce	<ul style="list-style-type: none"> Promotion of existing QA systems where they exist across a range of areas of 	VCS Engage, YLM, quality exchange and GOL	Quality exchange (a working group made up of NCVYS, NYA and others) aims to coordinate the

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<p>what we plan to do and what resources we will use (Inputs)</p>	<p>work</p> <ul style="list-style-type: none"> Ensuring that appropriate and effective QA systems within the CYP sector is profiled within training for commissioners 		<p>development of standards, cross accreditation and information for youth services</p>
<p>2.Communications – advocacy</p>	<ul style="list-style-type: none"> To collate a briefing with case studies about QA systems in the VCS, a case for QA systems and how it build the market and meets targets To lobby for the inclusion of QA in the core costs elements and or making QA a compulsory part of spend in bid i.e. future builders model To review how to enable the top slicing of regional budgets to make QA go hand in hand with local service delivery 	<p>YLM, NCVYS, VCS Engage and GOL</p>	<p>NCVYS, GOL</p>
<p>3.Communications – Signposting</p>	<ul style="list-style-type: none"> To provide signposting to training for the sector on various systems where required 	<p>VCS Engage, LVSC, GOL, NCVYS and capacity builders performance support service</p>	<p>NCVYS, GOL</p>

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	<ul style="list-style-type: none"> • NCVYS training directory on line 		
4. Intra sector – Training and Development	<ul style="list-style-type: none"> • QA systems to be include in VCS training programmes about commissioning 	VCS Engage, GOL	
5. Research and Development	<ul style="list-style-type: none"> • Call for concrete ideas • New QA models where none exist or can be adapted • Young people’s feedback and QA 		

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6. Workforce Development¹

Leads – VCS Engage, Workforce Co-ordinators Network, CWDC

Overall Aim	<i>A trained and qualified workforce with clear and affordable development pathways at all levels that knows what it has to do.....</i>		
Specific Aims – Process the difference we hope to make (outcomes)	<ul style="list-style-type: none"> • Improved service delivery • Skills and qualifications will be recognised by commissioners • Improved and supported integrated workforce delivery 		
Specific Aims – Culture the difference we hope to make (outcomes)	<ul style="list-style-type: none"> • Recognition of the value and impact of workforce development • Recognise the importance of the VCs as providers as well as users 		
Objectives – how we plan to achieve our aims (Outputs)	<ul style="list-style-type: none"> • More transparent and accessible route to access training and accreditation • Bridge the gap between existing workforce groups for voluntary and statutory sector NAVCA, NCVCCO, NCVYS • Needs identification across the sector informs provision and planning 		
Activities – theme	Activities	Lead and timescale	Resources

- ¹ * workforce development in its widest form

<p>Activities – what we plan to do and what resources we will use (Inputs) – Cross Workforce</p>	<ul style="list-style-type: none"> • Comprehensive training needs across the sectors completed – each VCS network to consult its members. Build on existing research/consultation. • Through the strategic workforce group – establish how sector skills in London are engaging or could engage better with voluntary sector • IQF integrated qualifications framework in development • Communicate and publicise the workforce development strategy 	<ul style="list-style-type: none"> • LYCP Engage – medium term • GOL/CWDC – as key contact with this group • CWDC will have some responsibility for supporting the implementation of the IQF. • Partnership for Young London to promote its existing youth support workforce strategy (immediately); GOL/CWDC to promote the National Strategy from autumn 08 (proposed publication date) • NCVYS proposal for 	<p>Research/admin support needed to collate and manage findings – CWDC funding to be sought?</p> <ul style="list-style-type: none"> • None needed for the question to be asked. The answers to this question might require additional funding for work to be undertaken to address them. • Resources as available/appropriate from CWDC for implementation of IQF
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		volunteer accreditation schemes	
Communications – advocacy	<ul style="list-style-type: none"> • Talk to London Councils about whether the training for commissioners focuses on/includes training costs/implications for the VCS • Ask GOL to emphasise WFD* in discussions with Children’s Trusts • Lobby for resources to create central training directory – single portal 	<ul style="list-style-type: none"> • GOL • GOL • LCYP Engage/PYL 	Large scale funding issue.
Communications – Signposting	<ul style="list-style-type: none"> • Communicate and publicise the workforce development strategy • A single portal created and maintained to streamline and share training opportunities 	<ul style="list-style-type: none"> • As above. <p>As above. Some research into the potential for this has already been undertaken by PYL</p>	As above. Potential link to Choice website.
Intra sector – Training and Development	<ul style="list-style-type: none"> • Identify forums for support coaching and mentoring • Create a working group of skilled interested people to focus on the needs of the VCS 	<ul style="list-style-type: none"> • VCS Engage and NCVYS • VCS Engage/CYP Engage This group should be represented at the regional Workforce Co-ordinators Group 	Support needed for administration of this network.
Research and Development	<ul style="list-style-type: none"> • Analysis of workforce and training needs 	<ul style="list-style-type: none"> • VCS Engage 	Potentially CWDC via the WSPP and also youth sector workforce

<p>Other – information and resources available</p>	<ul style="list-style-type: none"> • Developing a WF that is enabled and equipped to deliver improved services; a WF that has an understanding of what it has to do and how it contributes/fits • There are specific gaps to address, e.g. the EYS system used by youth services for data management. Although there is a wide range of training it is inconsistently accessible to/accessed by the VCS • Agreed common core competencies and baselines i.e. induction • NCVCCO and NCVYS workforce co-ordinator exists and VCS workforce analysis exists partially • Information should be publicised re free, low cost or no cost training, and existing training materials • Existing sector skills groups i.e. LLUK, CWDC, TDA – leadership programmes needs to link with this 		<p>reform programme</p>
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7. Joint Working

Leads – CYP Engage, CYP CVS workers group, CVYS groups and GOL

Overall Aim	<i>Improved joint working in place across London</i>		
Specific Aims – Process the difference we hope to make (outcomes)	<ul style="list-style-type: none"> Increased partnership working in place across regional networks and infrastructure groups Sustainability for the aims of VCS Engage approach 		
Specific Aims – Culture the difference we hope to make (outcomes)	<ul style="list-style-type: none"> Joint commissioning systems and joint processes in place across Children's Trusts 		
Objectives – how we plan to achieve our aims (Outputs)	<p>This will be achieved through the following routes:</p> <ul style="list-style-type: none"> The development of the Pan London CYP Engage Network The development, implementation and evaluation of the pan London VCs Action Plan The delivery of the VCS Engage work plan The mapping and linking of networks across London The development of the London Policy group and its associated work plans 		
Activities – theme	Activities	Lead and timescale	Resources
Activities – 1.Cross Workforce what we plan to do and what resources	<ul style="list-style-type: none"> Robust and fair partnerships developed with all partners benefiting proportionately 	LCYPPB	

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<p>we will use (Inputs)</p>			
<p>2.Communications – advocacy</p>	<ul style="list-style-type: none"> • The development and delivery of a long term action plan for regional advocacy and lobbying on key thematic areas around CYP 	<p>London CYP Engage network and the London Policy group</p>	
<p>3.Communications – Signposting</p>	<ul style="list-style-type: none"> • The communications workplan of the Pan London VCS action plan to streamline a range of communications functions regionally • Signposting across the sector in place around CYP issues 	<p>London CYP Engage network</p>	
<p>4. Intra sector – Training and Development</p>	<ul style="list-style-type: none"> • Infrastructure and front line groups working in partnership with smaller VCS groups to lead on internal partnership working • Development of some shared codes of conduct for CYP networks – sharing best practice • Partnership and peer support systems in place 	<p>CYP CVS group & London CYP Engage group NCVYS</p>	

	<ul style="list-style-type: none"> on a regional basis • Learning frameworks for networks (momentum) via NCVYS 		
5. Research and Development	<ul style="list-style-type: none"> • Consortia approaches - Large groups working with small groups re commissioning and capacity building • Mapping of CYP networks and communicate to all - Value and cost, better to concentrate on strategic and high level discussions between networks 		

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