



BUILDING

STRONG FOUNDATIONS

Strategic Plan 16-19



WHAT IS OUR AMBITION?

We want Southwark communities that have the ability and opportunities to fulfil and exceed their potential.

We are determined to achieve this by creating strong foundations that supports all voluntary and community organisations, communities and individuals in Southwark to work together to improve practice, shape futures and change lives.

At the core of this ambition lies social action. To us it means supporting and enabling others take steps to change the things in Southwark and to introduce new ideas and ways of working that benefits everyone.

HOW WILL WE ACHIEVE THAT AMBITION OVER THE NEXT THREE YEARS?

We will help build strong foundations for organisations and individuals

In three years we want to have made a measureable improvement in the capacity and capabilities of organisations and individuals to deliver the best outcomes in their communities.

We will support increased community involvement, participation and influence

Over three years we want the process of volunteering, getting involved in community setting or influencing decision makers to become easier, more accessible and valued.

We will support greater co-operation and sharing

Within three years we want to see significant changes in how we work together (across and between sectors) in a way that is supportive, non-competitive and focused on outcomes; not budgets.

We will improve investment in communities

Within three years we will have forged new relationships with business, academia and other sectors to create new ways of supporting communities to grow and thrive.

OPERATIONAL PLAN 2016-17

SP1: To enhance the capacity and capabilities of organisations and individuals, to deliver the best outcomes for their community

SA 1:1 Increase confidence, skills and capabilities of VCOs in relation to all aspects of organisational management

Activities	Outputs	Outcomes
<p>Provide information, resources and 1:1 support</p>	<ul style="list-style-type: none"> • 5,500 page views of online resources (28% increase); 15 new resources/guidance notes • 60 small/new orgs supported through 1:1 sessions • 25 medium orgs supported through 1:1 sessions • 30 orgs supported with developing an outcomes framework and impact assessment analysis • 40 orgs supported to develop new volunteer roles/good practice • 30 Refugee Community Organisations (RCOs) supported through 1:1 sessions; 15 referrals to Community Southwark 	<ul style="list-style-type: none"> • Increased knowledge, understanding and skills so that VCOs are better equipped to manage/develop their organisations • VCOs are better equipped and more confident to measure impact • RCOs are more resilient and able to respond to changing demands/needs
<p>Develop and deliver the Stronger Foundations programme</p>	<ul style="list-style-type: none"> • 30 orgs identified in need of help/in crisis; by themes, areas and communities • 20 targeted health checks/action plans • 30 marginalised/new/emerging groups engaged with/supported 	<ul style="list-style-type: none"> • Increase in the number of VCOs prevented from getting into crisis • Improved targeted support for those VCOs most in need • Improved reach and access to Community Southwark's support services
<p>Develop and deliver annual Training Programme</p>	<ul style="list-style-type: none"> • 60 attendees at <i>Made Easy</i> workshops • 24 orgs attending modular training • 7,500 page views of training pages (15% increase) • 10 VCOs, 30 front line advisors (refugee awareness); 8 training sessions (training pack developed) 	<ul style="list-style-type: none"> • % increase in relevance, learning and impact of training for participants • Increased evidence of the application of learning by VCOs to manage/develop their organisations • Improved understanding of refugee issues amongst front line advisors.

SA 1.2 Increase financial sustainability of VCOs		
Activities	Outputs	Outcomes
Deliver Finance for All programme	<ul style="list-style-type: none"> • 20 orgs supported with financial management • 10 orgs receiving in-depth support 	<ul style="list-style-type: none"> • VCOs are better equipped to make informed decisions regarding their financial management
Provide income generation advice, support and leadership	<ul style="list-style-type: none"> • 6 workshops to promote funding and contracts • 35 orgs supported to complete grant applications • £750k income generated by orgs supported (8 RCOs supported to generate £40k) • 12 funding e-bulletins; >25% click through rate 	<ul style="list-style-type: none"> • Increased awareness of relevant funding opportunities • Increased understanding of new ways of sustainable working • Increased confidence and success in applying to and accessing funding and income opportunities
Lead and facilitate Southwark Funders group	<ul style="list-style-type: none"> • 80 attendees at annual Funders Fair • 4 Southwark Funders meetings • Online assessment tool for local funders developed 	<ul style="list-style-type: none"> • Increased visibility and access to local funding opportunities • Improved co-ordination and strategic working amongst local charitable trusts and foundations
SA 1.3 Increase confidence, skills and capabilities of individuals in relation to being active in their community		
Activities	Outputs	Outcomes
Provide information, resources and 1:1 support	<ul style="list-style-type: none"> • Resources on influencing decisions makers/campaigns developed • 5,000 views of Southwark CAN blog; >25% click through rate • 35, 1:1 sessions with engaged residents, community enablers and active citizens 	<ul style="list-style-type: none"> • Local residents have improved knowledge of how to be active in their communities • Residents have increased confidence to be active in their local communities
Develop and deliver Community Leaders Programme	<ul style="list-style-type: none"> • Programme developed; 10 community leaders supported • ** partnerships with local community groups/networks developed • 10 community researchers recruited and supported; 5 community dialogue reports produced 	<ul style="list-style-type: none"> • Community leaders have increased capability to support change in their communities. • Individuals have improved skills to explore needs in their communities and influence decision makers

SP2: To enhance community involvement, participation and influence

SA 2:1 Increase the influence that people have in developing their communities

Activities	Outputs	Outcomes
Develop Southwark CAN website/social media	<ul style="list-style-type: none"> Southwark CAN website developed; social media presence developed; 5,000 visits to site; 1000 followers 1,000 signed up to Southwark CAN # blogs; # opinion polls; # community suggestions 	<ul style="list-style-type: none"> Increased levels of residents getting involved in social action Residents have increased awareness of community issues
Develop asset based community development (ABCD) model	<ul style="list-style-type: none"> Community asset mapping exercise in each CAN area Develop <i>Health Beyond Healthcare</i> programme in partnership with Guys and St Thomas' Charity 	<ul style="list-style-type: none"> Improved understanding of resident led initiatives, community groups and community assets across Southwark Thriving communities supported to make choices about wellbeing in their neighbourhoods
Deliver Southwark CAN Engagement Programme	<ul style="list-style-type: none"> 15 Southwark CAN meetings; 150 residents attending # community events attended/hosted; 15 Community Councils meetings attended ** of groups, campaigns, events, projects started/supported; 4 information exchanges with community organisers, # sessions with seldom heard groups; recruit ** community researchers; develop Community Leaders programme 	<ul style="list-style-type: none"> Residents have increased opportunities to make connections with others in their local communities Residents' opportunities have to take part in social action have increased Residents have increased opportunities to share their views on their local community
Develop strategic partnerships with decision-makers	<ul style="list-style-type: none"> 3 meetings to share information with community council officer ; 3 meetings with community engagement teams at the council Respond to # consultations; ** instances of engagement with councillors 	<ul style="list-style-type: none"> Greater collaboration and engagement between public sector, community sector and residents
Develop a refugee led campaign	<ul style="list-style-type: none"> Defined Campaign programme delivered 10 RCOs involved in the campaign 2 events held reaching 200 local residents 	<ul style="list-style-type: none"> Positive image of refugee community groups locally Greater collaboration and engagement between statutory and voluntary sector and refugee

SA2.2 Increase the influence that voluntary and community organisations have in decision making and service delivery		
Activities	Outputs	Outcomes
Provide effective representation for VCS	<ul style="list-style-type: none"> • Support elected VCS reps • 4 Southwark Voice meetings • Preparation and delivery of third Rep election • Reform of VCS/Council Liaison – develop work plan and annual report; 4 VCS/Council meetings • Develop VCS strategy in partnership with LBS and CCG 	<ul style="list-style-type: none"> • Improved knowledge and understanding of sector issues ensuring reps are better informed about the opinions of the VCS • Improved voice and influence of reps on partnership boards etc • Co-designed voluntary sector strategy that is responsive to the sector's needs
Develop and support Provider Led-Groups	<ul style="list-style-type: none"> • 7 PLGs developed and supported • 7 chairs recruited and supported • Produce ** user issues/emerging need/system failure reports per PLG • Production of relevant policy/practice briefings 	<ul style="list-style-type: none"> • Improved understanding of service user issues and emerging community needs • Improved and specific engagement and liaison between commissioners and VCS providers • Improvements in service delivery and outcomes for users • Increased levels of collaboration, such as consortia development and greater peer support
Develop strategic partnerships with statutory partners	<ul style="list-style-type: none"> • Attend Health and wellbeing board meetings • Provide lead on safeguarding for children and adults • Attend CCG partnership boards; Local Care Networks • Provide evidence for Overview and Scrutiny • Maintain dialogue with Adult and Children; Communities; Local Economy team, CCG transformation team 	<ul style="list-style-type: none"> • Increased voice and influence of the VCS to help shape the policy formulation and designing delivery models for health and social care
Develop innovative solutions to health and social care issues	<ul style="list-style-type: none"> • Lead on the development of a model of social prescribing in Southwark • Develop the concept of an innovation Lab 	<ul style="list-style-type: none"> • Increased collaboration and integration of VCS in new and emerging health and social care

	<ul style="list-style-type: none"> • Assist in the development of an E-market place • Identify unmet needs in the borough and support the incubation of new projects/groups to meet those needs 	systems
SA2.3 Increase the number, range and skills of volunteers		
Activities	Outputs	Outcomes
Provide targeted brokerage services for volunteers	<ul style="list-style-type: none"> • 250 residents actively volunteering (>50% conversion rate) • ** of unemployed residents, people with disabilities and young people volunteering (>50% conversion rate) • 40 outreach sessions; 160 engaging with service • 80 drop in sessions; 450 engaging with service • 12 e-bulletins; >25% click through rate 	<ul style="list-style-type: none"> • People have increased confidence to pursue volunteering opportunities • Increased knowledge about the range of volunteering opportunities available. • Improved wellbeing outcomes for individuals who volunteer
Support for volunteering managers and volunteer involving organisations	<ul style="list-style-type: none"> • 40 orgs supported to develop new volunteering roles/good practice – volunteer management health check • 4 Volunteer Manager Forums • 60 roles promoted through e-bulletins; • 96 applications supported; • 36 roles created with support • Development of Volunteer Management service 	<ul style="list-style-type: none"> • Improved quality of volunteering experiences in the borough • Increased awareness and application of good practice in volunteer management
Champion volunteering in Southwark	<ul style="list-style-type: none"> • Input into LBS Volunteering strategy • Hold annual Southwark Stars awards ceremony • Promote benefits of volunteering, trusteeship and social action • Conduct research/analysis into volunteering trends and developments • Develop volunteer stories; support Volunteer and Trustee weeks 	<ul style="list-style-type: none"> • Volunteering more valued amongst different stakeholders. • Greater awareness of the impact of volunteering in the borough.

SP3: To enhance collaboration, joint working and co-operation across all our stakeholders

SA3:1 Increase effective dialogue and partnerships between all sectors

Activities	Outputs	Outcomes
Hold series of cross-sector events/summits	<ul style="list-style-type: none"> Assist in the development of the LBS/CCG voluntary sector strategy; ** events, sessions held ** co-production sessions hosted to develop new ways of working ** consultations responded to on behalf of sector Lead on a Compact refresh (linked to voluntary sector strategy) Premises 	<ul style="list-style-type: none"> Levels of engagement, cross-sector working have improved Enhanced VCS role in shaping and developing new policy and practice VCOs have more confidence and expertise in operate in changing policy environments
Provide briefings for cross sector partners	<ul style="list-style-type: none"> 10 cross-sector e-briefings per year; >10% click through rate Annual stakeholders survey >30% response rate 1 cross-sector briefing event on State of Sector, VCS/Council Liaison Annual Report 	<ul style="list-style-type: none"> Role and impact of sector more clearly articulated Statutory partners, general public are aware of role and impact of VCS in Southwark

SA3.3 Foster effective collaborative action

Activities	Outputs	Outcomes
Support new collaborative ways of working	<ul style="list-style-type: none"> ** consortia supported (linked to PLGs); ** successful ** of federations, partnerships or alliance contracts supported Develop and deliver SLIC provider development programme (hubs) 	<ul style="list-style-type: none"> Enhance VCOs capabilities and engagement with public sector commissioners Improved collaboration and partnership working
Support development of new services in areas of emerging need	<ul style="list-style-type: none"> ** of new funding applications developed ** of new partnerships developed Identify unmet needs in the borough and support the incubation of new projects/groups to meet those needs 	<ul style="list-style-type: none"> Developing new services to meet changing/emerging needs
Provide networking and collaborative opportunities	<ul style="list-style-type: none"> 2 members days; 150 attendees 4 small groups network; 80 attendees 4 volunteer managers network meetings: 40 attendees 	<ul style="list-style-type: none"> VCOs have greater opportunities to network and share experience and resources

SP 4: To improve long term community investment		
SA 4.1 Increase corporate/SME investment of time and resources in the local community		
Activities	Outputs	Outcomes
Develop Southwark giving	<ul style="list-style-type: none"> • Conduct research into needs within Southwark • Recruit founding partners • Engagement exercises • Launch and market scheme 	<ul style="list-style-type: none"> • The creation of conditions for opportunities for people and corporates to invest in their community
Deliver Involve programme	<ul style="list-style-type: none"> • ** Corporate challenge days delivered • ** Corporate strategy sessions delivered • ** New corporate partners recruited • ** Community partners recruited and supported 	<ul style="list-style-type: none"> • Strong connections developed between businesses, their employees and the well-being of the community in which they are located.
Provide support/ advice on CSR/ Comm Investment	<ul style="list-style-type: none"> • ** of 1:1 sessions delivered; ** resources developed; • Develop partnerships with funders and other community investment professionals 	<ul style="list-style-type: none"> • Improved CSR practices and greater understanding of Community Investment
SA 4.2 Enable VCOs to utilise diverse financing models		
Activities	Outputs	Outcomes
Provide support and advice on different financing models	<ul style="list-style-type: none"> • Work on new social investment models with statutory sector partners/universities and other stakeholders • Provide advice and guidance on new models of financing; ** sessions on social investment 	<ul style="list-style-type: none"> • Improved understanding and confidence about the use and applicability about social investment models
SA 4.3 Increase social impact arising from community investment		
Activities	Outputs	Outcomes
Conduct research into social value and investments in Southwark	<ul style="list-style-type: none"> • Deliver impact report on behalf of sector • Lobby for appropriate use of the social value act • Develop relationships with universities/research institutes to understand social investment and social value more fully 	<ul style="list-style-type: none"> • Clearer understanding across partners about the social value and impact of the VCS

SP5: To increase the capacity and capabilities of Community Southwark

SA 5.1 To ensure the appropriate people, resources and systems are in place to support the internal and external demands of CAS

Activities	Outputs	Outcomes
Governance	<ul style="list-style-type: none"> • 4 board meetings • 12 sub-committees • Conduct a governance review 	<ul style="list-style-type: none"> • Robust governance structures which are transparent and fit for purpose
Human resources	<ul style="list-style-type: none"> • Conduct annual appraisals • Conduct support and supervision sessions • Develop a programme for staff development • Conduct a staff survey 	<ul style="list-style-type: none"> • Performance management structures embedded and consistently applied across the organisation
Finances	<ul style="list-style-type: none"> • Monthly/quarterly management accounts • Annual accounts/ audit 	<ul style="list-style-type: none"> • Robust financial management system

SA 5.2 To generate a diverse income base for Community Southwark

Activities	Outputs	Outcomes
Earned income	<ul style="list-style-type: none"> • £75,000 generated from consultancy and training 	<ul style="list-style-type: none"> • Unrestricted income generated to support the work of the organisation • Enhance reputation for quality consultancy work
Fundraising/contract management	<ul style="list-style-type: none"> • £142,000 to be generated from charitable trusts and foundations • Support the Southwark Emergency Support Scheme and VCS providers 	<ul style="list-style-type: none"> • Unrestricted income generated to support the work of the organisation • Good relationship and delivery of contract requirements between VCS providers and LBS

SA 5.3 To promote the work of Community Southwark

Activities	Outputs	Outcomes
Attending events to promote	<ul style="list-style-type: none"> • ** engagement events at fairs and other Southwark based community events • 70 member visits 	<ul style="list-style-type: none"> • Increase awareness and understanding of Community Southwark's work
Website and social media	<ul style="list-style-type: none"> • >25% increase in web traffic 	<ul style="list-style-type: none"> • Increased presence online in order to promote the work of Community

	<ul style="list-style-type: none"> • 2,500 twitter followers • ** press articles 	Southwark and our members
Community Southwark members	<ul style="list-style-type: none"> • Increase membership to 600 • Conduct membership review to target unrepresented communities, groups and themes to inform support and influencing work 	<ul style="list-style-type: none"> • Increased reach and spread of Community Southwark's membership