

WINDSOR & MAIDENHEAD CHANGEUP CONSORTIUM

LOCAL INFRASTRUCTURE DEVELOPMENT PLAN



BME Mini Conference



VCO Funding Fair



wmbc
LINKING BUSINESS AND THE COMMUNITY

MARCH 2006

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The Royal Borough of Windsor & Maidenhead

Setting the Scene

The Royal Borough of Windsor and Maidenhead is one of six unitary authorities within Berkshire. A mixed urban/rural area it is also regarded as one of the most prosperous regions in the country.

It consists of two main town centres¹ and has a widely-spread population living in surrounding rural villages². These extend from Cookham in the north to Ascot³ in the south: from Hurley in the west to Wraysbury in the east. In spite of its reputation and fame, some parts of the borough are deprived with residents excluded from services and community life.

The Community Council for Berkshire research “*Rural Areas: people and their issues 1998*” highlighted areas of deprivation in the Royal Borough. This pointed out that it is harder to be poor in a rich area than poor in a poor area because there are not the services and support structures in place.

Whilst considerable progress has been achieved through the establishment of the Local Strategic Partnership since 1998, it still remains that frontline voluntary/ community organisations provide key support services in geographical areas where statutory services are not easily accessed.

Population and Communities

Taken from the 2001 Census, statistics show that the Royal Borough of Windsor has:

- The greatest proportion of people aged 65 years or over in Berkshire (15.4%)
- The greatest proportion of people over 85 years (1.85%) in Berkshire
- The third highest proportion of people from black and ethnic minority cultures in Berkshire after Slough and Reading (7.6%).
- The proportion of 13 - 19 year old residents is 8%

Infrastructure Organisations in Windsor & Maidenhead

There are two infrastructure organisations active in the Windsor & Maidenhead communities: **Windsor & Maidenhead Voluntary Action (WMVA)** and **Community Council for Berkshire (CCB)**. Both work closely together, WMVA as the local Council for Voluntary Services and Volunteer Centre; CCB as a managing agency for several projects operating in the borough and its rural parishes. They are both represented in the Executive Group of the Community Partnership. CCB is also represented on WMVA’s Executive Committee.

WMVA leads on the ChangeUp programme in Windsor & Maidenhead, whilst CCB leads on the Berkshire ChangeUp programme.

¹ 55% residents live in the two urban town centres of Maidenhead & Windsor (2001 Census)

² 28% residents live in rural villages (2001 Census)

³ 15% residents live in Ascot, the borough’s third town (2001 Census)

Our Vision

The Community Partnership (LSP)

“We want the Royal Borough to be a place where everyone can thrive in a safe and healthy environment, take an active part in decisions and continue to learn and develop throughout their lives”. (W&M Community Strategy, 2003)

Windsor & Maidenhead Voluntary Action (WMVA)

“Windsor & Maidenhead Voluntary Action seeks to maximise the effectiveness of the voluntary/community sector and volunteering in the Royal Borough of Windsor & Maidenhead”

Windsor & Maidenhead ChangeUp Consortium

“A partnership of excellence between the voluntary/community sector, statutory services and businesses to ensure that infrastructure support sustains a robust and effective network of frontline voluntary/community organisations consistent in the provision of high quality support services that excludes no one across the Royal Borough of Windsor & Maidenhead”.

The Shared 10-year Vision for our Local Infrastructure Development Plan

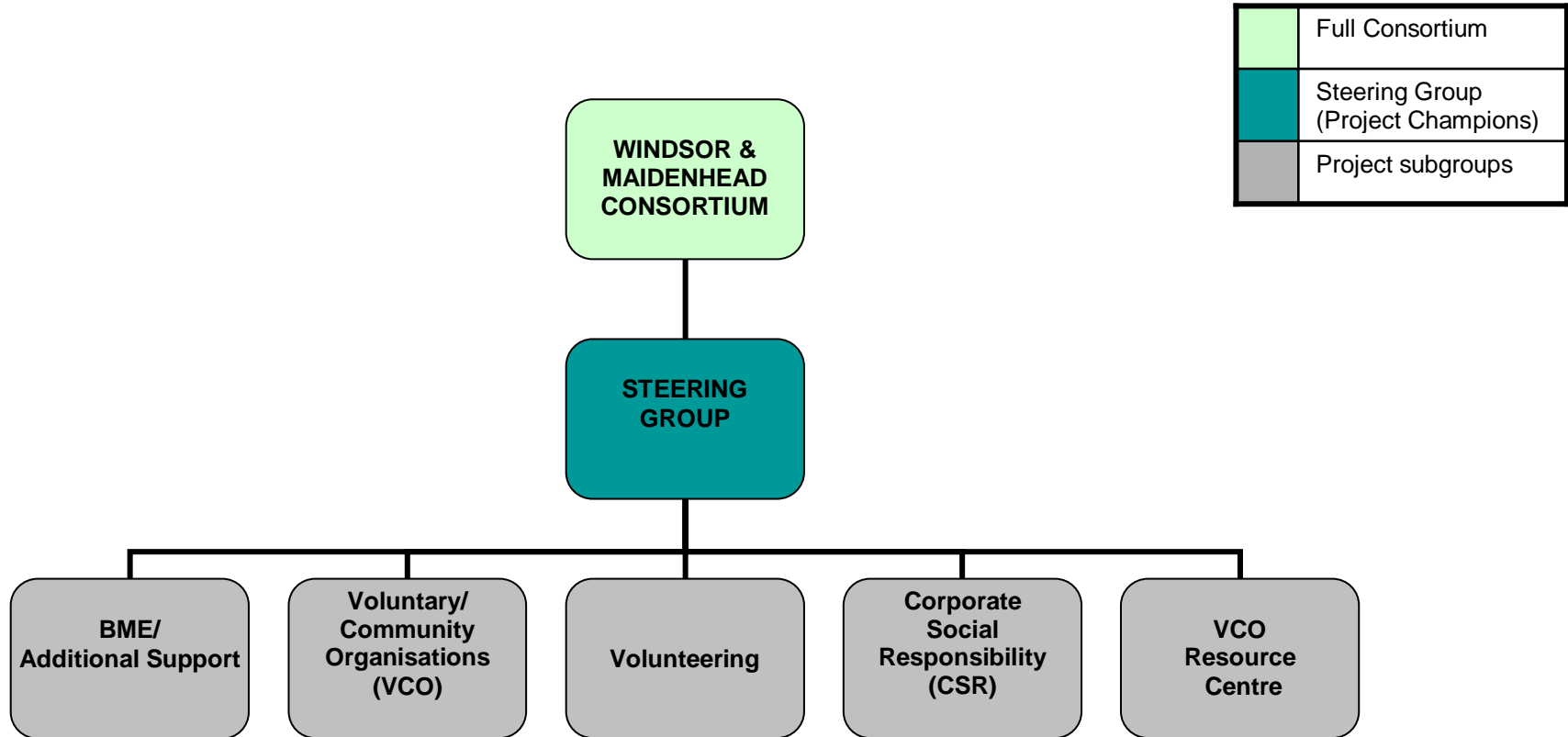
An inclusive partnership of excellence that effectively enhances the future services of voluntary/community organisations in Windsor & Maidenhead by addressing the identified priority areas for improved infrastructure support: -

- 1. BME/Additional Support Programme**
- 2. Corporate Social Responsibility**
- 3. Voluntary/Community Organisation Development**
- 4. Volunteering**
- 5. A Voluntary Sector Resource Centre**

From the outset, the BME / Additional Support programme was included in our mainstream ChangeUp programme to ensure social inclusion in our 10-year vision for the voluntary/community sector in Windsor & Maidenhead.

Our Structure

The Windsor & Maidenhead ChangeUp Consortium



Involving the Community

From the outset, WMVA has sought to engage all the sectors and the wider community in partnership for developing and delivering the Windsor & Maidenhead ChangeUp programme. No assumptions of need have been made, nor assumptions of current infrastructure organisations being more than adequate in their service provision.

Feedback from a stakeholder survey conducted in November 2004 identified current strengths and priority areas for improvement in the infrastructure services of WMVA.

Since the inaugural meeting of the Windsor & Maidenhead ChangeUp Consortium in February 2005, over 300 representatives from the Community Partnership, voluntary/community groups, statutory services, BME/cultural/faith groups, community activists, volunteers and local businesses, have actively contributed to the Windsor & Maidenhead ChangeUp programme. Through their individual networks, the wider community has also been engaged in the 10-year vision.

Our Communications Strategy has attracted local media features on key ChangeUp events and actions to raise public awareness of the initiative in Windsor & Maidenhead.

The quarterly Windsor & Maidenhead Voluntary Action News has kept the wider community informed with its regular progress reports on the ChangeUp programme, offering opportunities to comment or to get involved. It has a circulation of over 1500.

Progress is also being achieved with the full support of the Council, which is kept informed through presentations, updates and briefings on the programme.

Members of the Windsor & Maidenhead Consortium and regular contributors are listed in *Appendices I-V*.

Priorities for ChangeUp in Windsor & Maidenhead

Where are we now?

Windsor & Maidenhead has a vibrant voluntary/community sector of over 300 frontline voluntary services. A significant strength in Windsor & Maidenhead is the partnership between voluntary/community organisations and the statutory services. The statutory services actively engage the sector in all community related strategies and initiatives.

Representatives from the voluntary sector also played a key role in developing the Local Compact agreed by the Community Partnership. They remain members on the Local Compact Management Committee, co-chaired by a Director of the Royal Borough of Windsor & Maidenhead and the Chairman of Windsor & Maidenhead Voluntary Action.

There are three BME and Faith groups: Maidenhead Community Consultative Council, The Inter-faith Group and The Racial Harmony Forum. These are well supported and closely linked, but their activities currently focus on Maidenhead. Generally, it is recognised that existing partnerships are not engaging a wider representation of ethnic and cultural minority communities in the borough. However, our Additional Support programme has achieved milestones since November 2005

Whilst the sector willingly responds to the ever increasing demands and expectations placed upon its service delivery, these inevitably bring with them the stressors of greater accountability and increasing costs with limited or diminishing resources.

Windsor & Maidenhead is not a priority area for attracting external sources of grant-funding. Whilst the Local Authority budgets an excess of £1 million per annum, it cannot realistically meet the increasing funding needs of the sector.

Some Voluntary/Community organisations are beneficiaries in partnerships with local businesses: through sponsorships, fundraising, donations and volunteer help. These pockets of business assistance in the local community present an opportunity to develop a co-ordinated programme through ChangeUp.

Where are we going?

Windsor & Maidenhead ChangeUp Consortium seeks to achieve a strong and effective network of infrastructure support to sustain and enhance an inclusive voluntary/community sector in its 10-year vision. It also seeks to address the need for voluntary/ community organisations to look beyond 'surviving another year' by developing their individual development plans to link into a shared 10-year vision that maximises effectiveness and minimises duplication. Its goal is to address the following identified priority areas of need: -

- 1. BME/Additional Support Programme**
- 2. Corporate Social Responsibility**
- 3. Voluntary/Community Organisation Development**
- 4. Volunteering**
- 5. A Voluntary Sector Resource Centre**

Partnerships and Links

The Community Partnership (Local Strategic Partnership) in Windsor & Maidenhead

Partnership working has long been a recognised strength in the Royal Borough.

The Community Partnership was established in March 2002 with a diverse range of representatives across all sectors. The voluntary sector is well represented and accepted as an equal partner, playing a key strategic and developmental role. The shared vision of the Community Partnership has realised some significant successes that include: -

- **The Local Compact with the Voluntary/ Community Sector:** Windsor & Maidenhead was the first in the country to agree a Local Compact between all the members of the Local Strategic Partnership. It received a national commendation.
- **A Diversity Handbook:** led by Windsor & Maidenhead Voluntary Action, a subgroup of the Community Partnership produced an excellent handbook on Diversity as a practical and comprehensive source of information on a positive approach to Diversity for people working in the community, sponsored by the Learning Partnership.
- **Grow Your Own:** a current joint initiative between Windsor & Maidenhead and Bracknell Learning Partnerships to prepare local residents for new workplace opportunities evolving with the re-developments of Bracknell, Maidenhead and Windsor town centres.
- **ChangeUp:** members of the Community Partnership and, in particular the Council, are actively involved in all aspects of the ChangeUp programme in Windsor & Maidenhead. Projects within the ChangeUp programme will link into the Grow Your Own initiative.

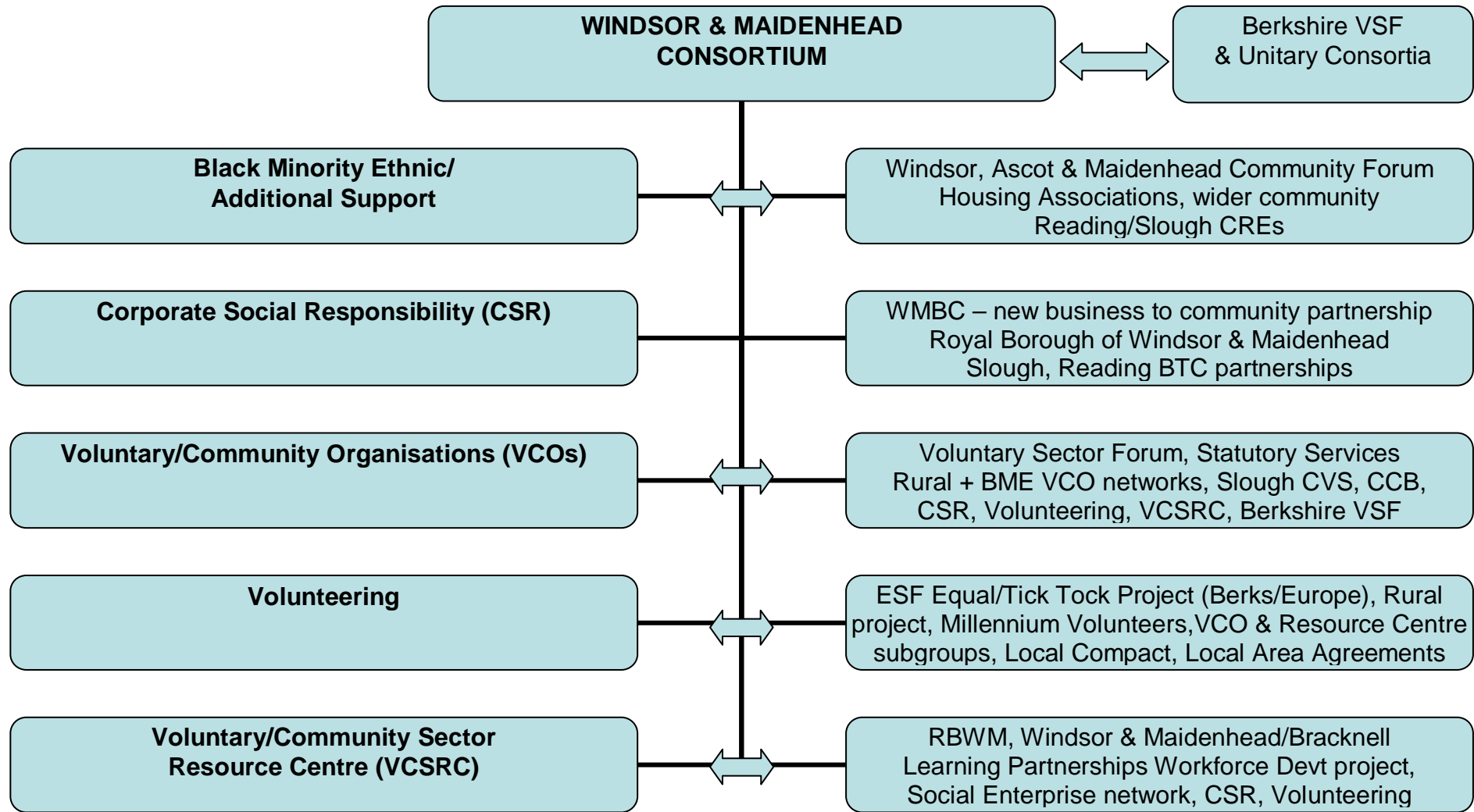
The Voluntary Sector Forum in Windsor & Maidenhead

Windsor & Maidenhead has a well established Voluntary Sector Forum (VSF), currently sponsored by Windsor, Ascot & Maidenhead Primary Care Trust and facilitated by Windsor & Maidenhead Voluntary Action (WMVA). The VSF elects members to represent the sector's interests at all levels of the Community Partnership and feedback is given at each meeting. Additionally, the statutory services regard the VSF as a key forum for consulting with the sector.

Links to other partnerships

- WMVA works in partnership with the Community Council for Berkshire locally and sub-regionally (Berkshire)
- WMVA links with Slough Council for Voluntary Service and all other Berkshire councils for voluntary service on joint initiatives, e.g. pan-Berkshire LSC funded Training project
- WMVA links into the local Primary Care Trust (PCT) through a joint volunteering project and the PCT Public Involvement Group
- Windsor & Maidenhead Learning Partnership links with Bracknell Learning Partnership on a joint economic development initiative, 'Grow Your Own'
- WMVA links into Berkshire Learning & Skills Council through the Community Network
- Regional and National links include membership of RAISE, Volunteering England and the National Association of Councils for Voluntary Service.

LINKS BETWEEN LOCAL PRIORITY AREAS AND OTHER INITIATIVES



BME/Additional Support Infrastructure Development Plan

The project subgroup membership comprises:

Subgroup Champion: Fiona Winrow, Windsor & Maidenhead Voluntary Action, 15 members representing the statutory services, voluntary/community sector, faith groups, minority communities and volunteers (membership list: Appendix II)

In addition, contributors have included volunteers/staff from: -

Chinese Oriental Community Association, Japanese community, Arab Women's Group, Asian Women's Community Group, Milap Asian Women's Group, Bahai Community Group, Pakistani Youth Group, Jamiat Ahl-e-hadith, Maidenhead Synagogue (The Rabbi), Family Friends, Churches Together, Youth Offenders Team, Children and Disability Team, Scope, Windsor and Maidenhead Community Forum (Interfaith Group), Racist Incident Advisory Group, Maidenhead Sikh Temple, Islamic Trust, Hindu Society of Maidenhead and Norden Farm Arts Centre.

Where are we now?

The BME/Additional Support Programme (ASP) has helped to develop the capacity and strengthening of the infrastructure of three existing fora: the Racial Harmony Forum, Maidenhead Community Consultative Council (MCCC) and the Inter-faith Action Group.

The Racial Harmony Forum existed as a networking opportunity for statutory organisations to share and transfer information with other statutory and BME voluntary bodies. It was set up to review and monitor racist incidents in the borough, but its focus had become lost within wider diversity issues. The ASP enabled the group to evaluate its current structure and review the group's terms and conditions. After several meetings and discussions the group decided to re-form into a smaller group to review and address racist incidents with Thames Valley Police. The Racial Harmony Forum became the Racist Incident Advisory Group in February 2006.

The MCCC and Interfaith Action Group's purpose was to create and promote harmony between different Faith Groups. The ASP worked with this group to broaden its remit, develop an innovative plan for the future and increase its capacity to work with people from all diverse backgrounds including minority groups, traveller communities and people working with refugees and asylum seekers from across the borough. MCCC recently updated their constitution and have renamed themselves as Windsor and Maidenhead Community Forum (WAMCF). A sub group of this forum is the Interfaith Action Group. Wider diversity issues have also been transferred to the WAMCF.

The new group, Windsor and Maidenhead Community Forum, was launched in January 2006. ASP recently supported them to secure funding from the Faith Communities Capacity Building Fund to meet the needs of particularly diverse young people and women. The ten year vision is already on its path to reality.

Gathering our evidence to support the development plan

Semi Structured interviews have been conducted with BME community, faith groups and voluntary and statutory support groups to identify capacity building and infrastructure developmental needs. Feedback has identified a concerning breadth of needs yet to be met. It has also identified the current lack of a structured infrastructure framework to enable BME and other minority communities that the development plan seeks to address.

The evidence of need

Interviews/informal meetings have suggested a need to: -

- Challenge discrimination and prejudices within our community, especially against travellers, refugees and asylum seekers. Representatives from the traveller community attended one meeting when they expressed the level of isolation their community experienced due to the discrimination they continue to face from the statutory services and the community. Training in cultural awareness will be key to engaging these communities in the 10-year vision.
- Community development support is needed to advocate, encourage and enable particularly BME communities to develop community projects and seek external funding.
- Link BME, faith groups and traveller communities to local authority or voluntary sector partners to develop community initiatives e.g. youth projects, health projects particularly within the Pakistani and Sikh communities.
- Support non BME voluntary/statutory groups in making their services more accessible to BME communities e.g. Family Friends to set up a network for Asian families and children in crisis, the local Primary Care Trust to train more volunteers from the BME communities to encourage and promote healthy living initiatives.
- Encourage community leaders to mentor younger BME people to enhance existing management committees.
- Encourage BME people to train and build skills in the area of community and policy development i.e. familiarise themselves with the roles and responsibilities of operating as a voluntary organisation, legal obligations under charitable status, planning successful fundraising bids/projects.
- Support the developmental needs of new, emerging and existing BME community/Faith groups and forums (e.g. Chinese Oriental Community Association, Hindu Society of Maidenhead, WAMCF).
- Encourage community groups to share good practice and share skills, knowledge, culture and faith with other communities. A need for ongoing community cohesive initiatives/events.

Where are we going?

The project sub-group has agreed its objectives for a 10-year vision: -

- To assist small BME and faith community groups to set up and develop community projects and initiatives that will benefit hard to reach communities.
- To work in partnership with PCT, Social Services and local authority partners to help set up and make services accessible to black and minority ethnic groups.
- To reinforce the infrastructure of the existing BME/Faith groups.
- To increase social, educational and health activities in BME community/faith groups.
- To increase community members/volunteers on existing forums/consortium so that the voice of the community is heard.
- To update the Diversity Handbook and work towards the development of a website of BME and other group contacts.

How are we going to get there?

Partnerships

To achieve the shared objectives, the project will work closely with: -

- Community & Faith Leaders and volunteers
- The Community Partnership
- The Royal Borough of Windsor and Maidenhead
- The Primary Care Trust
- Social Services
- Youth Services
- Maidenhead Housing Association
- Windsor Housing

BME mini conference (*refer to Appendices for BME conference notes*)

The BME mini conference on 29 September 2005 was an excellent example of community groups and stakeholders coming together to identify the best way that partners can help to support community initiatives in the Windsor and Maidenhead area. There were a total of approximately 65 attendees and many representatives from minority community groups, particularly both men and women from the Pakistani and Indian community (many of whom do not partake in daily meetings and events).

The purpose of the conference was to build a ten-year vision or way forward for community groups in Windsor and Maidenhead. It was also an opportunity for stakeholders and partners to engage with the BME and other communities to identify their needs and focus on how the council, social services, PCT, housing associations etc could help to develop social, educational, health and welfare activities to meet the needs of these community groups.

The conference identified that the 10-year vision needed to include:

- One organisation that will attract funding to make others more effective - WAMCF
- A Centre for BME and other diverse communities
- A borough-wide forum to work with the statutory services on race equality issues
- Better access to information
- Long-term funding

The Conference's input helped to provide direction to the three foras: Racial Harmony Forum, Maidenhead Community Consultative Council (MCCC) and Inter-faith Group. It enabled the three groups to work productively together and form a structured support network for the whole borough: now a constituted body called Windsor and Maidenhead Community Forum.

Addressing the gaps

Common with the voluntary/community sector as a whole, is a concern to attract the skills and enthusiasm of younger volunteers to manage and develop existing community projects over the next 10 years.

There are some good examples of community involvement and initiatives from the Sikh Temple and Jewish Synagogue that can be shared with other community groups. These models can be followed by the wider community.

Again, common with the sector as a whole, well established existing committee structures are not effectively attracting new members, especially from younger age groups. More creative campaigning in volunteer recruitment for these roles will link into the *Volunteering* development plan.

Another gap is that some communities have become dependent on what local authority has created and developed for them and they do not currently have the confidence to initiate anything for themselves. Language is a barrier particularly for the first generation in this community and because of this some existing groups do not have the capacity to develop. There is a need to train and engage the second British born second generation of this BME community, who can help to support and drive the community forward.

What outcomes do we seek to achieve in 10 years?

- More BME volunteers completing a community development programme/training.
- WAMCF to develop a youth sub group and women's sub group to promote the cultural and social needs of young people and women from diverse backgrounds across the borough
- An established community building or resource centre for older and younger BME people to socialise and meet e.g. day centre specifically for minority groups
- An annual event which brings together all existing BME, faith, travellers and other networks and forums together to celebrate community achievements
- An established, structured infrastructure network, successful in encouraging and supporting the development of new and emerging community/faith groups e.g. Asian Women's Social Group in Maidenhead, traveller community groups
- Establish a partnership with Slough and Reading Race Equality Council, to further enhance Windsor and Maidenhead as a culturally cohesive place to live and support the work of the Racist Incidents Advisory Group.
- Make a case in the Community Strategy to have a BME/Additional Support reward target, which can be negotiated in the Local Area Agreement for Windsor & Maidenhead and, if successful, ensure that one of the main priorities of all agencies in the area is to focus on the needs of these communities.

Corporate Social Responsibility (CSR)

The CSR project subgroup membership comprises: -

Subgroup Champions: Fiona Winrow, WMVA, and Ross Dunlop, **pps Consulting**. 20 members representing: local business, the statutory services, the Media, voluntary/community sector and volunteers. A part-time project worker has been employed to advance the programme.

Where are we now?

A survey conducted by MORI on behalf of BiTC showed that more than two-thirds (67%) of community groups and schools in the South East believe that business support is crucial to their organisation.

2000 businesses, including Corporate Head Offices, are sited in Windsor & Maidenhead. Whilst good practice models of sponsorships, partnerships, fundraising and team community challenges exist between businesses and voluntary/community organisations, the extent and interest was unknown and uncoordinated locally.

ChangeUp and Local Business

The Windsor & Maidenhead Consortium recognises that a key partner in its 10-year vision for a framework of sustainable infrastructure support to the voluntary/ community sector will be the business sector. By linking local businesses to the statutory and voluntary services partnership, the 10-year vision is mutually beneficial.

Involving the local community: A Survey with Local Businesses

The CSR subgroup conducted a survey to investigate what local businesses currently do in terms of CSR, and what they would like to be involved in, in the future. The questionnaire was sent out to 2000 local businesses from the borough's database. 80 businesses responded.

The survey asked if businesses were interested in a local Business to Community Partnership, the degree of involvement they would like to have, and how they would like to be kept up to date by such a partnership.

Feedback reflected a positive interest in developing a Business to Community Partnership. There was also interest in helping to drive the initiative forward, team building challenges, donating products or services and staff secondment opportunities. The results informed the subgroup that newsletters and the web are the preferred method of communication.

The subgroup decided to launch a Windsor & Maidenhead Business to Community partnership as part of the Make A Difference Day celebrations in October 2005.

Windsor & Maidenhead Business to Community (WMBC)

Gathering evidence to support the development plan for WMBC

Existing models were visited in Slough, Reading, Bracknell, and best practice lessons learnt. South East Business in the Community was also contacted. It was recognised that a Windsor and Maidenhead Business to Community Partnership would complement and enhance the network.

Some businesses have joined neighbouring partnerships due to the lack of provision in Windsor & Maidenhead.

The Project Worker also attended a CSR Competency Framework Course held by the CSR Academy to expand her knowledge of CSR.

The Local Chambers of Commerce have been consulted and will be involved in the future development of the partnership.

Where are we going?

The Government sees CSR as the business contribution to sustainable development goals. This complements the aims of WMBC to add to the future sustainability of the Voluntary/Community Sector in the local area.

WMBC will link local business with community groups to ensure that valuable support is channelled into the Voluntary/Community Sector. The partnership intends to focus on three main areas for increasing corporate community involvement, in line with the national 'Corporate Challenge' initiative: -

- 1. Corporate support for employee volunteering**
- 2. Corporate support for and promotion of Payroll Giving schemes**
- 3. Corporate charitable activity**

The objectives for the 10-year vision will be: -

- To formalise the partnership by launching the WMBC brand
- To establish a self-sustaining Business to Community Partnership in Windsor & Maidenhead that delivers its outcomes through appropriate subscription fees from local businesses
- WMBC to act as a conduit to enable local businesses to fulfil their CSR agenda
- To increase and enhance business involvement in the community to meet the needs of the local community / voluntary sector
- To co-ordinate a database of professional time banked to aid voluntary/ community organisations
- To establish a new source of grant aid for local frontline voluntary/community organisations
- To link into the VCO Resource Centre and Volunteering subgroup plans for work experience opportunities and workforce development.

Partnerships

To achieve the objectives, the project will work closely with: -

- The Royal Borough of Windsor & Maidenhead
- The Windsor & Maidenhead Community Partnership
- Windsor & Maidenhead Voluntary Action
- Berkshire Community Foundation
- Slough Business Community Partnership
- Connect Reading
- Commerce to Community, Bracknell
- Business in the Community, South East
- Berkshire Voluntary Sector Forum

The WMBC Launch

The Windsor & Maidenhead Business to Community (WMBC) partnership was launched on 2 November 2005 in partnership with the Royal Borough of Windsor & Maidenhead. It was an excellent example of interested partners working together to inform local businesses on how CSR can range from a Corporate policy to assistance given with minimum effort. 47 delegates attended the launch supported by contributions from the Chief Executive of the Royal Borough of Windsor & Maidenhead, HSBC Thames Valley and Connect Reading. The WMBC brand identity was designed and donated by a local business.

The purpose of the launch was to act upon the significant interest shown by local businesses steering the CSR subgroup and in the feedback to our survey. The ChangeUp grant also enabled the subgroup to realise a visible objective within the first year of the programme in Windsor & Maidenhead.

Businesses will now be encouraged to join as paid members to benefit from WMBC services that include: organising team challenges, advice on donations in kind, advice on local charities and charitable donations, networking lunches with voluntary/community organisations, and involvement in the Community Partnership.

Addressing the gaps

There is no forum in the community that unites the voluntary, business and statutory sectors in a structured and focused partnership. WMBC aims to fill this gap and act as a conduit between businesses and the local community.

Businesses will be able to meet their CSR agendas through the work of WMBC and will be in a position to deliver valuable work within the local community.

Whilst some businesses are significantly active in the community, many lack awareness of the level of need. Fund-raising and charitable donations commonly benefit well-known national charities, when the local voluntary/community groups remain overlooked, despite it being the area in which employees live.

The Community Partnership will benefit from the involvement of more businesses through their involvement in the various ambition groups and the decision-making processes.

What outcomes do we seek to achieve in 10 years?

- The development of WMBC into a self-sustaining partnership with a number of active, paid members working to help deliver community need
- To be able to act as a small grant giving organisation to help local voluntary and community groups in the area
- A structured, constituted, board with a Chairperson, Treasurer, secretary, etc
- Recognition as a central point for CSR advice, delivery and communication in the Borough of Windsor and Maidenhead
- To be in a position to share best practice with other Business to Community Partnerships locally, regionally and nationally.

Voluntary/Community Organisations Infrastructure Development Plan

The project subgroup membership comprises:

Subgroup Champion: Tim Parry, Community Council for Berkshire

5 members: representing frontline voluntary/community groups and infrastructure organisations. Members of the W&M ChangeUp Consortium and respondents to previous questionnaires distributed by WMVA have also contributed to the priority areas of the plan.

Where are we now?

The Voluntary/Community Sector in Windsor & Maidenhead is well established, vibrant, and committed to its role in the community. Over 300 Voluntary/Community Organisations (VCOs) provide frontline support services across the Royal Borough. Many operate from the Maidenhead area, where Relate, Maidenhead Care and Family Friends, were set up by local churches. BME VCOs are also based in Maidenhead where their communities have settled.

Whilst other VCOs, (e.g. Crossroads, Age Concern) operate from Windsor, the outlying villages are served by smaller VCOs running day centres, good neighbour schemes and voluntary car services, mainly for older people, at very local levels.

The current, re-established, Voluntary Sector Forum (VSF) has evolved from a popular VCO Community Network, formerly run by Social Services. The Forum is sponsored by the Primary Care Trust, in partnership with WMVA and meets every two months. The VSF elects members to represent the Sector at all levels of the Community Partnership. In addition, the statutory services regard the VSF as the key forum for consulting with the Sector on strategic planning and community initiatives.

The VCOs have benefited from a very successful training programme organised by WMVA, as part of a 2-year pan-Berkshire training project funded by the Learning & Skills Council. Community Council for Berkshire and other providers also provide training opportunities.

WMVA has a 3-year Big Lottery Funded project to provide outreach support services to rural VCOs and to link them into the mainstream voluntary and statutory networks.

As the local Volunteer Centre, WMVA successfully recruits 450 new volunteers with a 80% conversion rate to VCOs. An outreach service benefits the needs of VCOs across the borough.

Both WMVA and CCB provide a high standard of funding, information and general advice.

Gathering our evidence to support the development plan

- A WMVA needs analysis survey with voluntary/community groups (Autumn 2004)
- Requests to WMVA for information and advice from VCOs (2004 & 2005)
- WMVA training needs analysis (2004)
- VSF network meetings
- Berkshire Voluntary Sector Forum research (2005)
- The subgroup aims to gather further evidence through a proposed research project

The evidence of need

Feedback from the surveys and information gathering has suggested a need for: -

- Access to continuance funding as a major priority issue for VCOs
- More generic and sustainable training opportunities for VCOs (e.g. effective trusteeship, responsibilities of employing staff, preparing for procurement)
- More volunteers, especially on VCO committees
- A stronger, more representative, Voluntary Sector Forum
- A Voluntary/Community Resource Centre (covered by VCO Resource Centre subgroup)

Where are we going?

The project subgroup has agreed its objectives for a 10-year vision: -

- To ensure the plan addresses the future developmental needs of the VCO Sector
- To address the issues of sustainable funding sources for VCOs
- A strong, self governing, Voluntary Sector Forum acting as an independent voice of the voluntary sector and campaigning on issues that affect it.
- To ensure that trustees have the skills and knowledge to govern voluntary and community groups effectively and tackle the challenges that will face the sector over the next decade.

Partnerships

- Royal Borough of Windsor & Maidenhead
- Windsor, Ascot & Maidenhead Primary Care Trust
- Windsor & Maidenhead Voluntary Action
- Active Rural Communities (ARC) project team
- Slough Council for Voluntary Service
- Berkshire Voluntary Sector Forum
- Windsor & Maidenhead Business to Community Partnership
- Wider community groups

The subgroup also links into: -

- VCS Resource Centre subgroup
- BME/Additional Support subgroup
- Volunteering subgroup
- Corporate Social Responsibility subgroup (Business to Community)

VCO Funding Fair

ChangeUp funded Windsor & Maidenhead's involvement in a Funding Fair on 18 October 2005, organised in partnership with Slough Council for Voluntary Service.

The aim of the Funding Fair was to give Windsor & Maidenhead VCOs an opportunity to increase their knowledge about a diverse range of funding sources and encourage them to develop a funding strategy. 152 delegates attended the event. They benefited from seminars, one-to-one surgeries with funders, advisors, business/community partnerships, social enterprise agencies and networking.

Evaluations from the delegates were positive on the value of having easy access to information, advice and sources of sustaining their frontline services.

The ChangeUp grant also enabled the subgroup to realise a visible step towards achieving an objective within the first year of the programme in Windsor & Maidenhead.

How are we going to get there?

- A research project to bring together results from previous research projects and to identify the way forward for addressing other gaps
- A series of strategy planning conferences, enabling voluntary/community groups to achieve their long-term goals for development and sustainability.
- A mechanism, e.g. a website bulletin board, to match needs in the voluntary/community organisations with offers of help from others, e.g. businesses
- A website holding a database or library of downloadable resources for VCOs, signposting or web links to county, regional or national resources.
- A team of Funding Advisers will help to improve the effectiveness of VCOs fundraising and grant applications and will organise an annual Funding Fair.
- A team of development workers will support VCOs on management; capacity building, especially for small/emerging groups and those that face barriers.

A self-governing Voluntary Sector Forum will steer new areas of VCO infrastructure support and enable on-going consultation and needs identification with the sector: -

- A training programme providing learners with key skills and accreditation.
- A separate Trustees Forum, enabling trustees to share good practice, effective business management, with specific relevant training e.g. responsibilities of charity trustees; employment law.
- Smaller forums to enable community groups to engage in strategic developments; operating on a geographical or issue base.
- The management of the VCO Resource Centre as a social enterprise.

What outcomes do we seek to achieve in 10 years?

- In the short-term, the completion of a research project investigating the on-going developmental needs of VCOs in the Borough, ensuring that the sector as well as other organisations are aware of these needs
- The Voluntary/Community Sector in Windsor & Maidenhead has increased its capacity and fitness for the purpose of meeting a wider range of frontline services, on behalf of, as well as complimentary to, the statutory services.
- Well established access to appropriate training and development opportunities for VCO staff and volunteers.
- A more appropriate, dynamic, and better resourced VSF providing a voice for the sector and a conduit for consultation with the sector.

Volunteering Development Plan

The project subgroup membership comprises:

Subgroup Champion: Therese Lawlor, Royal Borough of Windsor & Maidenhead
18 members: representing frontline voluntary/community groups, infrastructure organisation, statutory services and 3 volunteers.

Other contributors include: Several organisations – Fire, Police, Council, Millennium Volunteers, RCEA, East Berkshire College, Primary Care Trust.

Where are we now?

Windsor & Maidenhead Voluntary Action is a well established local Volunteer Centre, recruiting 450 new volunteers annually, 80% of who are converted to become actively involved in voluntary/community organisations across the Royal Borough.

The Volunteer Centre also offers outreach volunteer recruitment services in Maidenhead, Datchet, Cookham and Ascot, alongside its permanent service in Windsor.

Local people interested in volunteering can also access online registration through the WMVA website, as well as through the national database of volunteering opportunities run by Do-it (YouthNet).

Windsor & Maidenhead Voluntary Action, in partnership with the Royal Borough of Windsor & Maidenhead, manages a very successful Millennium Volunteers project attracting volunteer commitment from young people across the borough annually.

Voluntary/Community Organisations (VCOs) run appeals and campaigns through the local media to attract more volunteers to meet ever increasing demands on their frontline services.

The Community Partnership has agreed a Volunteering Policy to support employees in a volunteering activity for at least two work days per annum within the local area. All partners have been asked to follow the Council's lead by signing the agreement.

The Royal Borough of Windsor & Maidenhead has launched an incentive scheme for volunteers in the local community (an Advantage Card scheme).

Whilst current volunteer recruitment services effectively introduce a steady number of new volunteers annually, they receive no core funding. Both the town centre and outreach recruitment services are dependent on time-limited project funding.

Gathering our evidence to support the development plan

- Household survey information in the Royal Borough on volunteering activity is available from 1999, 2002 and 2005
- Volunteer Recruitment data base held at WMVA

The evidence of need

- Nationally, statistics show that the number of people becoming actively involved in the community as volunteers has decreased. This is reflected locally.
- Household Survey information in the Royal Borough on volunteering activity is available from 1999, 2002 and 2005. It shows that the percentage of people interested in volunteering is decreasing: 13% in 1999, 12% in 2002, 11% in 2005.
- Further research into the household survey has been commissioned, to look at volunteering differences by age, ethnicity, location, disability
- Demand and Supply: Locally, registered volunteer vacancies consistently outnumber the total number of new volunteers becoming actively involved in the community every year.
- Finding a resource to focus on recruiting volunteers – this project provides some support until the end of 2007
- There is not a consistent volunteering recruitment process in the Royal Borough – this project is trying to formulate one
- Longer term sustainability for recruiting volunteers: if we succeed in getting a volunteering element in the Local Area Agreement (it is one of the 12 reward elements) additional funding will be available from 2007-2010 to continue a project. If we meet the stretch target we will achieve further funds for 2010-2013.

Where are we going?

The project subgroup has agreed its objectives for a 10-year vision as: -

ChangeUp: -

- To gather models of good practice for recruiting and retaining volunteers in a sustainable way
- To raise awareness of the need for volunteers in our community
- To conduct an audit of economic value of volunteers for our community
- To develop the volunteering code of the Community Partnership Compact (an agreement within all partners, including the voluntary sector)

Tick Tock: -

- To increase the numbers of older people gaining lifelong learning experiences through voluntary work in the Royal Borough and across Berkshire.
- To secure an LPSA2 target for increased volunteering for older people in the RB and other Berkshire Authorities
- To establish a community or social enterprise for older people (establishing local businesses that meet social or community need on a non profit basis)
- To find out how older volunteering works in other countries in the Equal Project, and transfer learning across the project.

How are we going to get there?

The Windsor & Maidenhead ChangeUp development plan has linked into the national Tick Tock project, for which the Royal Borough of Windsor & Maidenhead is the lead on Volunteering.

The ChangeUp and TickTock projects are both multi-agency and involve a focus on volunteering – one for infrastructure needs and the other for action learning project that uses lifelong learning to address the needs of older volunteers.

They both need to identify the number of volunteers in the area, establish baseline information and need to find ways of increasing volunteers in the community

The projects' findings will be reported at regular intervals to a number of places including GOSE, the Home Office, the ChangeUp Consortium, the Strategic Board of Tick Tock, the Royal Borough's Compact Steering Group, and Healthy & Caring Ambition group, and other groups in the Royal Borough's Community Partnership.

The draft Community Strategy includes the ChangeUp 10-year infrastructure vision for the local voluntary/community sector as a major ambition for the Community Partnership.

Partnerships

- The Voluntary Sector Forum
- United Voices
- Windsor Ascot and Maidenhead Primary Care Trust
- The Royal Berkshire Fire & Rescue Service
- The Royal Borough of Windsor & Maidenhead
- Windsor & Maidenhead Voluntary Action
- East Berkshire Basic Command Unit of Thames Valley Police
- Reading Community Enterprise Agency
- Voluntary & Community groups
- The Compact Steering Group
- Healthy and Caring ambition group of the Community Partnership
- Learning and Skills Council ('Tick Tock' project at regional and national levels)
- Parish councils involved in SEEDA's Rural Towns initiative

Make A Difference Day 2005 – Volunteering Activities

A number of volunteering activities were planned to raise awareness of what volunteers can achieve in a day. Employee team challenges benefiting local voluntary and community services raised wider community awareness through local media cover. The launch of WMBC was also part of the awareness campaign.

Addressing the gaps

- The subgroup project will include a model 'Volunteering Policy' to be adopted by the Community Partnership as good practice.
- A co-ordinated approach to volunteer recruitment between voluntary/community and statutory services partners will give a wider choice of opportunities to attract more new volunteers from the local community
- SEEDA's Rural Towns programme will gain more community involvement at very local levels.
- Local Area Agreements – to be included in the Royal Borough's negotiations next year, and hoping to achieve a 'reward target' for volunteering.
- A success in achieving the inclusion of Volunteering in a Local Area Agreement will secure sustainable funding for a local volunteer recruitment service, which is currently inadequately funded.

What outcomes do we seek to achieve in 10 years?

- Increase the number of volunteers in the Royal Borough
- Sustainable volunteering programme
- Sustainable funding for volunteer recruitment
- Action Plan for most effective way forward – attached as appendix iii
- Actions will be measured in outputs and outcomes, e.g. in the mid-term through an Activity Monitoring Report from the Learning and Skills Council
- Milestones will monitor progress.
- Accountability mechanism (frontline VCOs, Public Sector bodies, key funders and stakeholders have been/will be engaged in the process). Regular reports to the Compact Steering Group, Healthy and Caring ambition group and the learning and skills council
- How performance of the plan will be monitored and evaluated – informally by working group which meets on a monthly basis. Formally by the Learning & Skills Council monthly activity reports
- How to disseminate lessons learned – on going throughout the life of the project – press, reports, minutes and probably a DVD will be produced to explore the learning points of the project. Dissemination is particularly important in Tick Tock – action 3 of the programme (dissemination) runs from October 2005 to December 2007.

Voluntary/Community Sector Resource Centre

The project subgroup membership comprises:

Subgroup Champion: Simon Tattersfield, WMVA Executive.

3 members: Chartered Surveyor, Volunteer, WMVA.

Contributors include: Members of W&M ChangeUp Consortium and respondents to feasibility survey conducted by **pps** consultants commissioned by the Consortium.

Introduction

The Priority

Already identified is a considerable demand for voluntary/community organisations to access affordable meeting/training rooms and office space in Windsor & Maidenhead. Windsor & Maidenhead Voluntary Action has outgrown its current premises, but relocation is constrained by the high cost of commercial rents and a shortage of suitable property. There is no Resource Centre in Windsor & Maidenhead to provide a focal point for the voluntary/community sector.

The Vision

In an area with two main urban areas (Maidenhead and Windsor), a third town (Ascot), and surrounding rural villages, the 10-year vision is to have a 'Hub and Spoke' model for the VCO resource centre. The sector will work in partnership with the Royal Borough of Windsor & Maidenhead to develop an existing Youth and Community Centre in Windsor as the 'Hub', which will link into the libraries and community centres as the 'spoke' VCO resource centres across the borough.

Business Plan

Where are we going?

Following a survey conducted by WMVA in November 2004, Voluntary and Community Organisations (VCOs) identified a VCO Resource Centre as a priority need in the Royal Borough. There is no existing facility to meet this need.

Working through the ChangeUp Consortium, WMVA is taking the lead in the planning of a Voluntary & Community Resource Centre in the Royal Borough. We acknowledge that the Borough suffers from a significant shortage of affordable office space, meeting and training venues as property prices are high. This often limits the capacity of VCOs to operate from accessible offices and function in a cost-effective and professional manner.

We believe that working in partnership with other agencies will facilitate the effectiveness of the voluntary and community sector (VCS). It will maximise shared resources and assist in the development of active and inclusive communities. In addition, it will minimise duplication of services and move towards greater economic benefit and long-term sustainability for the VCS. It will also link into other initiatives led by the Learning Partnership and RBWM Corporate Directorate.

How are we going to get there?

Partnership

WMVA will work closely with the: -

- Voluntary & Community Organisations
- Royal Borough of Windsor & Maidenhead
- Local Strategic Partnership
- Windsor, Ascot & Maidenhead Primary Care Trust
- Community Council for Berkshire
- Key Development Agencies in the region
- Berkshire Learning & Skills Council
- The Royal Borough Compact Management Group
- Learning Partnership & its partner, Bracknell Learning Partnership
- The Centre for Developing Connections
- Maidenhead & District Housing Association
- Parkside Housing
- Local Business Partnership (ChangeUp Initiative)
- BME Communities

Utilising existing property

- Leasing an area of the purpose built Alma Road Youth & Community Centre in Windsor
- Assisting in the upgrading of the building to create a more 'user-friendly' environment and community resource

Extending the usage of a community building

- Offering wider community services to encompass all sections of the community
- Extending training services to older people as well as younger ones
- Improving the IT training sessions currently on offer at the Centre

Developing resources at Windsor & Maidenhead Voluntary Action

- Extending the range and capacity of current services from within WMVA

Building the foundations for a Resource Centre

- The initial refurbishment will be the first part of a **two-stage development plan** to provide the VCS with a Resource Centre
- Cementing a partnership with the local authority by being able to match fund work

How will the money be spent?

Following the success of Windsor & Maidenhead's application for £110,000 capital grant in November 2005, this capital will match fund £117,000 from the Council to realise the first stage of refurbishing the identified building in Windsor : -

Part 1: with Capital Grant will: -

- re-allocate space by erecting partitioning to provide offices and training area
- equip offices
- renovate the entrance hall to provide a shared Reception area
- contribute to the provision of a lift and a disabled toilet
- Provide IT and photocopying service for VCOs

Part 2 with ESF funding via the Tick Tock Project and an application to the Big Lottery we plan to achieve: -

- extend the building to accommodate wider community activities
- afford office accommodation to other organisations
- offer meeting rooms and an interview room
- provide office services
- become a self-sustaining community resource
- provide work experience environment for older people and those with additional support needs to meet new job opportunities in Windsor, Maidenhead and Bracknell town centres

Project Sustainability after March 2006

As this project is in two stages, it is envisaged that the initial stage will be completed and fully operative by June 2006. This will have provided the foundation on which we can build.

Stage Two will encompass:

Office space

- Offices will be rented to voluntary organisations at affordable rents
- Hot desk facilities will be available

Administrative services

- Telephone answering/postal/fax service
- Photocopying/ binding/laminating
- Equipment hire

Training/meeting rooms

- Available for day, evening and weekend hire
- Opportunities for BME group use

Training and Development

- Courses for all ages
- Re-training to work towards a return to work
- Training for voluntary work
- Work experience
- Partnership working with the Centre for Developing Connections

Social Enterprise

- Community Café
- Admin services
- Training courses
- IT Support
- Meeting Facilitation
- Room/sessional hire
- Income generated to sustain building management and maintenance.

The Windsor & Maidenhead Consortium is committed to the vision of a Voluntary and Community Organisations Resource Centre.

Summary

The Windsor & Maidenhead ChangeUp Consortium has developed this 10-year vision for Voluntary/Community Organisations with the active involvement and support of partners and volunteers representing all the sectors and the wider community.

It links into other local, regional – and international - programmes. Our local priorities will link into cross-Unitary and the Berkshire Consortia to ensure that improvements in the infrastructure support for voluntary/community organisations are effective and accessible.

Our objectives are embedded into the local Community Strategy to ensure our 10-year vision is included in a shared the Action Plan with the statutory services.

This Local Infrastructure Development Plan seeks to address the gaps in need for voluntary/community organisations with outcomes for each priority area that are measurable and achievable.

The ‘*Way Forward*’ for each priority area has been researched, identified through considerable consultation and is driven by the involvement of the community.

Monitoring and Evaluation

- Action Plan for most effective way forward
- Quarterly reports will be distributed to all stakeholders
- How actions will be measured in outputs and outcomes
- Milestones
- Accountability mechanism: The Windsor & Maidenhead ChangeUp Consortium and the Steering Group will continue to meet regularly to monitor the programme. (frontline VCOs, Public Sector bodies, key funders and stakeholders will also be engaged in the process).
- Regular reports to the Compact Steering Group, The Community Partnership and the Learning Partnership.
- Action Plan to secure sustainability beyond March 2006
- The performance of the plan will be monitored and evaluated, informally by the working group which meets on a monthly basis, formally by monitoring reports.
- Ongoing evaluation of activities will be coupled with continuous feedback to all stakeholders at regular meetings.
- An annual seminar will be held to share best practice and review progress of the plan by linking into the Community Partnership’s Annual Review.
- Updates of activity will be sent out via newsletters, the website and email ensuring a constant flow of communication

THE WINDSOR & MAIDENHEAD CHANGEUP CONSORTIUM

Membership will be reviewed regularly to ensure that it remains representative of all the interested partners and wider stakeholders, including volunteers and users relevant to the programme.

- Local Infrastructure organisations:
 - Windsor & Maidenhead Voluntary Action
 - Community Council for Berkshire
- Generalist voluntary/community organisations:
 - Citizens Advice Bureau
 - Crossroads
 - Family Friends
 - Old Windsor Day Centre
 - United Voices
- Local Authority:
 - Corporate Policy Directorate
 - Adult & Community Education
 - Social Services
- Community Healthcare
 - Windsor, Ascot & Maidenhead Primary Care Trust
- Community Partnership (LSP) link:
 - Therese Lawlor (Community Partnership Project Manager)
- The Local Compact link:
 - Tony Stock (Co-chair, Compact Management Committee)
- Black, Minority Ethnic (BME) Communities:
 - Community Leaders, or their designated representative
 - Individual community activists from minority cultures not currently supported
- Rural:
 - The ARC project
 - Volunteer rural community activists
 - Volunteers
- Corporate Community Involvement:
 - Kept informed
 - (Members of Berkshire Consortium)
- Learning & Skills Council:
 - Representative from Community Council for Berkshire
- Berkshire Consortium link:
 - WMVA manager
- Regional link:
 - Jim Bragg
- GOSE link:
 - Glyn Evans
 - George Mathew

Appendix II:
BME/Additional Support subgroup

BME/Additional Support Programme Subgroup Members

Fiona Winrow	Subgroup Champion (Manager, WMVA)
M Rahman	Secretary of Islamic Trust
Mr Awan	Chair of Islamic Trust and Pakistani Cultural Society
Asma Aziz	Project worker
Mr Karnail Pannu	Chair of Sikh Temple
Prabah Lacey,	WAM Primary Care Trust
Kosser Choudry	'Equal Access for All', RBWM
Juliet Wilkinson	Parkside Housing
Glenys McGraw	Maidenhead and District Housing Association
Jasmine McLaren	East Berkshire College
Jen Toohey	Diversity Lead Social services and Corporate in RBWM
Diane Cleminson	WAM Primary Care Trust,
Dennis Loveridge	Datchet Traveller Community Site Manager
Irene Loveridge	Datchet Traveller Representative
Dahud Khan	Community Race Relations Officer, TV Police

Appendix III:
CSR subgroup

Corporate Social Responsibility subgroup members

Robin Draper	Berkshire Community Foundation
Robin Pemberton	Braywick Nurseries (Voluntary Sector)
Tracey Farrant	Bull Marketing & PR
Karen Nielson	Caleys (John Lewis Partnership)
Therese Lawlor	Community Partnership Project Manager, RBWM
Stephanie James	Community Partnership Project Officer, RBWM
Christina Leach	Community Relations, Computer Associates (volunteer)
Martin Trepte	Editor, Maidenhead Advertiser
Paul Thomas	Editor, The Express
Denise Tween	HSBC Bank PLC
Kevin Mist	Leisure Centres Manager, RBWM
Christopher Mansfield	Local Economy Manager, RBWM
Steve Mellor	Michael Shanley
Cormac McGrath	Nortel Networks
Ross Dunlop	PPS Plc (<i>Co-chair</i>)
Leigh Jennings	Project Worker, WMVA
Chongo Sokota	Tenon Group
Eileen Denny	Volunteer Co-ordinator, WMVA
John White	Waitrose Ltd
Fiona Winrow	Windsor and Maidenhead Voluntary Action (<i>Co-chair</i>)
Chris Mansfield	Economic Development Manager, RBWM

Appendix IV:
VCO subgroup

VCO Development Subgroup Members

Tim Parry	Community Council for Berkshire (subgroup Champion)
Brian Hughes	Old Windsor Day Centre
Pat Lattimer	Citizens Advice Bureau Maidenhead
Tony Matthews	Windsor & Maidenhead Crossroads
Peter Thorpe	Windsor & Maidenhead Voluntary Action

Appendix V:
Volunteering subgroup

Volunteering subgroup members

B Huggett	United Voices
S Cleaver	Berkshire Fire & Rescue Service
J Coole	Windsor Mencap
C Finlay	Windsor, Ascot & Maidenhead PCT
S James	RBWM
T Lawlor (Champion)	RBWM
C Morgan	Reading Social Enterprise Agency
M Simmons-Hodge	Volunteer (Ascot)
S Swanston	Millennium Volunteers
H Taylor	Community Safety Communications
F Winrow	WMVA
D Wynne-Powell	WMVA
A Chittenden	Learning Partnership
H Claydon	Anti-Social Behaviour Team
B Fidler	Youth Offending Team
E Fox	Compact Project Officer
M Rennie	East Berkshire College
J Toohey	RBWM Social Services

Appendix VI:
Diary of Events

Date	Event	Beneficiaries
29 September 2005	BME Mini Conference*	65 delegates, many from minority faith and cultural communities
18 October 2005	Funding Fair*	152 delegates from voluntary/community organisations
2 November 2005	Windsor & Maidenhead Business to Community (WMBC) launch	47 delegates, mainly from local businesses
29 November 2005	Rural Conference*: <i>The Way Forward</i>	30 delegates from rural voluntary & community groups
17 January 2006	Evaluation by A Word in Edgeways *	17 members of Windsor & Maidenhead Consortium
13 February 2006	DEFRA diagnostics toolkit on partnership*	6 Steering Group members
29 March & 18 May 2006	Strategic Planning Workshop course*	24 voluntary/community organisations
30 March 2006	Procurement Event	Booking opened

* Training events

Notes from the 'BME Mini Conference 29 September 2005

Fiona Winrow - Welcome and introduction to the facilitator **Linda Small**

George Matthew – **Thames Valley Co-ordinator for the Additional Support Programme**

George started by giving the BME population in the South East as 350,000, mainly settled in the urban areas. Most BME organisations have their roots in either Race Equality Councils or faith groups but there remains a gap in the statistics as to where the BME groups are in the SE, how many there are and whether or not they had any infrastructure support.

It was clear, however, that there was a need for sustainable funding and a lack of capacity within these organisations to deliver services. There appeared to be minimal representation on committees and a general lack of voice. It is hoped that Change Up - a joint voluntary/statutory 10 year vision -will assist in re-addressing the balance.

This is the first time the Voluntary Sector has been given resources and a clear role in shaping services within the BME communities. George stated that it is therefore vital that local BME groups feed any needs into the 10 year Infrastructure Development Plan.

Linda Small - Facilitator from Felix Solutions

Linda talked through the purpose of the Conference – **Bringing Community Groups Together** in terms of recognising the changes that had occurred over the last 10 years and looking towards even more changes in the next decade.

Three areas of development have been identified:

- Setting up organisations to be sustainable
- Working in partnership with statutory groups
- The re-inforcement of the Racial Harmony Forum (RHF), the Maidenhead Community Consultative Council (MCCC) and the Interfaith Action Group (IAG)

Linda went on to talk about the Race Relations Amendment Act 2000 and its evolution. Linked with this was the theory of Cause and Effect - a model shaped in the 1980s by Tuku Mukherjee from the Indian Workers' Association: -



The theory behind his thinking was that what happens at the top (cause) has a huge impact on what goes on at the bottom (effect).

Workshop: Building a 10-year vision for your community group.

Feedback from the workshops: -

Some organisations identified as working and supporting black and ethnic people were: -

- Maidenhead Asian Women's Group
- PACT – Parents and Children Together
- Brahma Kumaris Spiritual Group
- Milan Group (Slough)
- Polish Group
- United Voices
- Family and Friends Group
- Citizen's Advice Bureau (CAB)

What Services were needed?

- Education Support for Children
- CAB – Asian Advice Worker and support for young volunteers
- Support for women from different faiths
- Coordination of existing groups and activities
- Leisure Services from Young People

Partnerships

What needs to improve: -

- Communication with young people
- Increased communication between different faith youth groups
- Newsletter/diversity directory, that is web based
- Greater engagement of women

Community Work

- Social and educational events
- Advice
- Review: Maidenhead Community Consultative Council

Future Work

- Project work using volunteers
- Support for the elderly e.g. housing, translation services
- Involving younger women and men
- Women as members and role models e.g. to represent women and child care issues
- Engage with communities outside faith groups
- Widening the remit of the communities outside faith groups
- Widening the remit of community consulting – borough wide
- Assisting communities in bidding for funds
- Women's forum
- Celebrate it's success
- Monitor success/failure

Feedback on Community Work

- Through press
- Word of mouth
- Through groups own press

Marketing (improved methods of feedback):

- Newsletters – Racial Harmony Forum
- Social Events
- Web Based – Internet Access
- Appointment of Communication Officer
- Using organisations newsletters to attend other residential groups

Overall, the workshops reflected that there was a need to involve particularly more young women and youth from the BME, Faith, Traveller and other community groups in order to strengthen the infrastructure of current and developing groups and forums. There was also a need to widen the remit of the communities outside of faith groups and to utilise the facilities and resources of existing non BME groups such as the CAB to meet the needs of some of these community groups. Newsletter, social events or forums were a good way of communicating the support that is available for diverse community groups in the area.

The Chairs of the RHF, the IAG and the MCCC explained the purpose of their groups.

Fazal Awan – The Racial Harmony Forum

The RHF was originally known as the Racial Incident Group and was one of many that grew out of the Stephen Lawrence case. This group looks at crime incident figures, types of incident/areas, age groups of offenders and victims.

Karnail Pannu – The Interfaith Group

The group was started by a Methodist Minister in 1984 and encompasses all the different faiths in the Maidenhead area.

Dr Mike Bruton - Maidenhead Community Consultative Council

MCCC began twenty years ago with One World Week Celebration and have worked at becoming a bridge between the statutory authorities and the faith groups.

Linda Small explained the work of a Race Equality Council as an organisation that included Case Officers; Education Officers, Racial incidents, Race Equality Schemes and Development Policies to promote social cohesion.

A suggestion was made that as the three groups were very similar, they could merge and become a Race Equality Council (REC). This would encompass all the services and give added support to the community.

Workshop: Working together to build a vision for harmonious communities in Windsor & Maidenhead

How will this vision be brought about?

There were some mixed views and interesting discussion that took place in the afternoon. A few interesting views were raised in two of the workshops: -

Discussion on the Interfaith Group:

- Promotion of cultural integration
- Social needs awareness
- A need to move away from 'just' religion and recognise that the various festivals are cultural events as well as religious events
- Adaptability and evaluation
- Finding common ground
- Promotion of collective worship
- Involved in diversity days/events

Discussion on what joint work the three forums could do:

- Suggestion that the Inter-Faith group and MCCC could join
- There was a need to keep the Racial Harmony Forum separate
- The two could be linked in events such as the BME and other diverse groups conference. More of these events would be appreciated.

Feedback from key representatives on previous events and their community groups:

- 70% of the Pakistani women cannot read or write English or Urdu
- no written feedback
- The Maidenhead Consultative Council provide feedback through the Maidenhead Advertiser
- An Islamic Awareness Exhibition was held at the Mosque (2003) There was an attendance of 800 children and 2000 people. Also different Churches, council, MP's etc also attended the day. A very successful awareness exhibition – example of good practice for raising religious and cultural awareness in the borough.
- Racial Harmony Newsletter, has not been issued for the last twelve months but has been produced for two years.

What could be improved: -

- Residents Association in Windsor would like some young people to go their meeting to encourage more youngsters to get involved.
- Write to Mr Awan, (chair of Islamic Trust and Racial Harmony Forum) - he will organise for some people to attend.
- Web based project to involve young people to attend
- Football anti racism tournament – will involve youngsters (and hopefully their parents and families) from diverse cultural and religious backgrounds

In the future:

- More information and more networking
- More work with young people
- Grass ruts
- Want more projects that can be activated in communities with communities doing the work
- Understanding 'communities' sharing information
- Getting BME communities more involved. How do we do it? Contact their organisations.
- *Involving women* – perception from some that men don't want women involved e.g. culturally some women's priority is more at home. Some of the younger and second generation women may want to be more involved.

In the future (continued):

- A discussion on the need for women to take a stronger leadership role in the community took place in another workshop with more Asian female representation. It was felt that there was a need for a Women's Forum, as some females did not find it culturally appropriate to access a mixed forum or a forum dominated by men. There was also a need to educate women with less language skills to help them integrate with the wider community.
- *Young People* – there was not enough being done for younger women e.g. some Asian women did not access the local leisure centre pools as swimming in a mixed environment was not religiously or culturally appropriate.

Linda Small summarised the day by highlighting how people saw a 10-year plan or vision: -

10 year vision

- One organisation will attract funding in order to make others more effective – need a focal point of information
- Centre for BME and other diverse communities
- A Race Equality Council – to work with public bodies
- Better access to information
- Long-term funding
- Community empowerment for BME communities
- Commitment from the statutory authorities to support BME communities and agreement to work in partnership
- A desire from EVERYONE to make it happen
- Needs SOMEONE to make it happen
- Visibility that it is happening

Conclusion

There was a discussion on how the Racial Harmony Forum and the Maidenhead Community Consultative Council could take some of these 10-year visions on board to meet the needs of the BME, faith and diverse communities. It was agreed that the day was very useful in terms of identifying partners and networking, but the prime questions were '*What Next?*' and '*How do we progress from this Conference?*'

Linda Small (facilitator) raised the point that there were grants available called '*Faith Communities Capacity Building Fund*' and '*Connecting Communities Plus*' to increase equality and community cohesion for BME and Faith groups. The Home Office had identified Windsor and Maidenhead as a target area of need for the '*Faith Communities Capacity Building Fund*'. These funds presented a good opportunity to place some of these visions into productive community activities aimed to meet the needs of young, diverse people and women in the area. The conference stressed a need to encourage a women's forum and to allow young BME people to work with the community leaders to turn the visions into reality and their future sustainability.

The Maidenhead Community Council, Interfaith Group and Racial Harmony Forum would discuss the outcome of the conference at their next meetings and look at ways of moving forward productively. There was also a need to discuss whether the Racial Harmony Forum would undertake the development or work of a Commission of Racial Equality or Centre for BME and diverse community groups in the Windsor and Maidenhead area.

For more information regarding the BME Mini Conference contact Asma Aziz on wmvaaaziz@aol.com or 07840462523.

Appendix VIII:
Interview questions for BME groups

Developing the Infrastructure of BME Community Groups

Questions for a Semi Structured Interview with BME Community Groups

Aims to Identify the Needs

- Q1 How did your community group or organisation originally develop (*Background Detail, Registered Charity, Constitution, Present number of members on Committee*)
- Q2 What were the main *aims* that were identified at the time the organisation developed? Were these *aims met/not met*?
- Q3 Have these *aims changed* or developed?
- Q4 What are the *strengths* of the organisation/group?
- Q5 What are the *difficulties* facing your organisation and how does this affect the prevention in your organisation from *developing*?
- Q6 Is the organisation meeting the *needs of the community*? Are *Users/Community members* (other than members of the management committee) *involved* when trying to determine the needs of the community?
- Q7 Has the organisation carried out any *surveys, questionnaires or feedback* from the community that reflects their needs? If so have these been beneficial? If not would the organisation consider looking into *research developing strategies*? (help can be provided)
- Q8 How would the organisation/group like to *develop* to meet the needs of the community (e.g. Develop into a registered charity)

Identify Gaps within the Organisation.

- Q9 Has the organisation *updated* their *constitution* since it has been in place? If not, is there a need to make changes to the former constitution?
- Q10 Does the *requirements* of the management committee match the needs of the *community*? If So How?
- Q11 Does the organisation presently have any policies and procedures in place e.g. Equal Opportunities, Conflict Resolution, Confidentiality, Volunteers Policy? Are these policies implemented? Would members be interested in being provided with training on new policies or be given the support to develop policies to implement within their organisation.
- Q 12 Who is responsible for applying for funds and responsible for fundraising? Does the group presently have *difficulty* in dealing with their *finances*? If yes is training needed or been considered?

- Q13 Which funders have supported the group up to date, and for which areas has this funding been used to meet the needs of the group/committee?
- Q14 Is there a need to sustain or develop current projects? If yes which areas of need have been identified?
- Q15 How successful is your group/organisation at targeting volunteers from the community? How can this be developed?
- Q16 Does the organisation/community group have difficulty in accessing information due to language barriers? Are they aware of support / organisations such as Windsor and Maidenhead Voluntary Action can offer?
- Q17 How is the organisation managed, decisions made and responsibility delegated amongst the committee members/community? Are meetings regularly held?
- Q18 Is there any conflict amongst the community? If yes how can the organisation avoid the danger of group or individual dominance and work towards resolving conflict?
- Q19 Is there any specific skills that committee members need training on to help them work more effectively by meeting the needs of the community? E.g. Personal Management, Funding etc?

Working with Other Organisations

- Q20 Have you as a BME voluntary organisation experienced difficulty when working with other black/ethnic voluntary groups?
- Q21 Has your organisation had difficulty with white or mainstream voluntary or statutory organisations? How could this be overcome?
- Q22 In what areas does the organisation benefit from working in partnership with other groups? e.g. training, policy development, sharing ideas and resources, collaborative project, joint funding applications, breaking down cultural/religious barriers ?
- Q23 Does staff/volunteers in your organisation attend meetings or events organised by partners?
- Q24 Has the organisation considered using local newsletters, Radio Stations or other media resources to promote initiative in response to funding opportunities?
- Q25 Would the organisation be interested in working in partnership with other BME community groups and the Voluntary Sector to overcome cultural/religious barriers, improve services, share ideas, develop policies, collaborate projects etc
- Q26 Would the organisation be interested in working in partnership to develop a BME website for all organisations to access? If yes, what resources, training and maintenance requirements would members need?