



# CS Strategy 2022-2026 Monitoring

Period: Quarter 1 2024-25, April to June 2024



Community  
Southwark

## Table of contents

Foreword from the Chief Executive Officer .....	1
Objective 1: Enable a more impactful and sustainable Voluntary and Community Sector .....	2
• Volunteering .....	2
• Funding .....	3
• Casework and Training .....	4
• Communication .....	6
Objective 2: Support the creation of a more inclusive and equal Southwark .....	7
• Diversity metrics for strategic objective 1 .....	7
• Advocacy and Representation .....	8
Objective 3: A collaborative Voluntary and Community Sector, able to influence change .....	9
• Networks and Projects .....	9
Objective 4: An effective charity with the community at the centre of all we do .....	Error!

Bookmark not defined.

## Foreword from the Chief Executive Officer

We remain focused on our 2022-26 strategy for a more impactful and sustainable VCS, a more inclusive and equal borough, and a collaborative VCS able to influence change. This financial year, we have updated our Theory of Change and adjusted some outputs. This reflects feedback from our [Annual Members Survey](#), the State of the Sector report recommendations, and ongoing learning from our training, networks, and corporate volunteering project.

Quarter one has seen a huge volume of activity – £145,000 in monetary value for the sector and 31 training sessions, networking meetings, and events involving over 300 charities and community groups. These include improving skills around finances and impact measurement, support for wellbeing, connecting and influencing funders, and bringing groups together for peer support, whether they be grassroots groups or large registered charities.

We also enjoyed our biggest ever Southwark Stars showcasing art and music from our charities and community groups and celebrating the enormous difference made by volunteers to Southwark’s communities. Our thanks to all those who made the event a success, and to all the borough’s star volunteers.



# Objective 1: Enable a more impactful and sustainable Voluntary and Community Sector

By 2026 we will ensure that Southwark’s Voluntary and Community Sector has greater organisational skills and knowledge to maximise their impact, along with the necessary resources and volunteers.

## Volunteering

**Outcome 1: The benefits of volunteering are accessible to all**

**Outcome 2: A better volunteer matching process**

**Outcome 3: Leading on good practice and ethical standard setting in volunteering**

**Outcome 4: Volunteers/managers collaborate and influence change**

**Outcome 5: Celebrate and champion volunteering, and build more relationships**

**Outcome 6: Southwark's VCS has positive and equitable relationships with corporate partners to deliver long-term community impact**

Outcome	Output	Annual Target	Q1	Q2	Q3	Q4	Total
1	New volunteers	400	87				
1	of which given a one-to-one appointment	100	25				
2	Roles promoted at any one time	100	175				
2	A new matching platform	Implemented and monitored	Planning for Q2				
2	Monthly Volunteering Opportunities e-bulletin	Open rate of 25%	31%				
3	Monthly Southwark Volunteering Network e-bulletin	Open rate of 25%	35.1%				
3	New training programme	First cohort trialled with 80% positive feedback	Planning for Q3				

4	Volunteers/managers collaborate and influence change	4 network meetings with 80% positive feedback	0				
5	Events which celebrate and build relationships	Southwark Stars, Volunteering Fair, (2) Business brunches	Southwark Stars 2024 (180 attendees)				
6	Corporate challenges and relationships	40 Teams, 10 Skills, 25 new relationships, £100,000 in monetary value	14x Teams 6x Skills 2x new relationships, monetary value £58,759				
6	Corporate advice appointments	20	3				

## Funding

### Outcome 7: A more financially sustainable VCS

Outcome	Output	Annual Target	Q1	Q2	Q3	Q4	Total
7	Direct funding to the sector	£200,000	£86,780				
7	Funding workshops	4 plus annual Funding Conference	2				
7	Funder Q&As	8	4 (Short Breaks grants, Black History Month, Innovate Now, City Bridge Trust)				
7	Monthly Funding e-bulletin	Open rate of 25%	40%				

## Casework and Training

**Outcome 8: Bespoke one-to-one casework advice sessions**

**Outcome 9: Build capacity through training**

**Outcome 10: Improve Evaluation and Impact measurement for the sector**

**Outcome 11: Safeguarding Network, including peer support**

Outcome	Output	Annual Target	Q1	Q2	Q3	Q4	Total
8	Completed 121 casework advice sessions	160 with 80% positive feedback	52				
9	VCS Support Training sessions	16 with 80% positive feedback	13				
9	Monthly training e-bulletin	25% open rate	42%				
10	Make Your Mark workshops	3 cohorts (10 groups with 5 sessions) with 80% positive feedback	4 MYM training sessions (19 orgs reached, 95% satisfaction).				
10	Member wide evaluation and impact support	30 121 support sessions	9				
11	Safeguarding Network meetings	4 with 80% positive feedback	1				

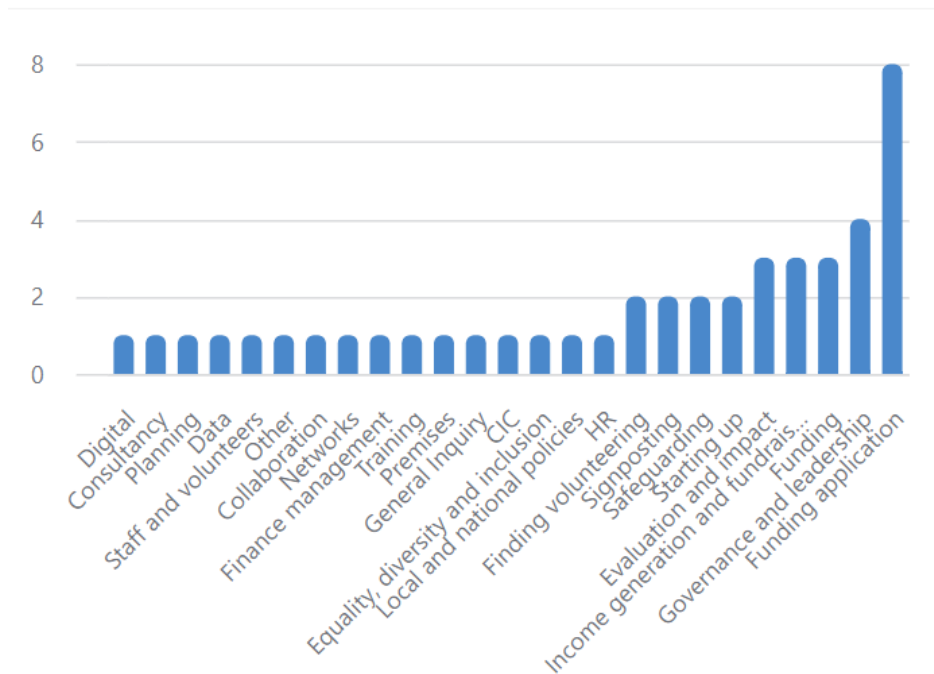
### Casework Case Study

A community hall committee lead at the Elephant and Castle approached us for support. They have been very successful over the last year, turning a dilapidated and under-utilised hall into a busy and well-used community hub, entirely on volunteer-power. The challenge was how to make this development and growth sustainable. We signposted towards resources which could help with business planning and volunteer recruitment, and highlighted some funders who might fund core costs (including a salaried position). They are now working on their business plan and looking to seek core cost funding in the autumn.



## Casework Themes

### Subjects of Closed Casework



## Training Summary

1. Vision, Mission and Starting Well (April 17) 17/04/24
2. Governance Made Easy 14/05/24
3. Introduction to Fundraising: Grants (23rd May) 23/05/24
4. Community Southwark training: Funding Differently 2024/2025 21/05/24
5. Build a Case for Support: Awards For All grant (National Lottery) 25/06/24
6. Finance Reporting for not-for-profit organisations (plus Q&A) 28/06/24
7. Start-up Essentials Navigating your way through different legal structures 26/06/24
8. How to hold Public Authorities to account (bitesize session) 27/06/24
9. Mindfulness for voluntary and community groups 24/06/24
10. Start-up Essentials Navigating your way through different legal structures 26/06/24
11. How to find Grants using Community Southwark's Funding Database 24/06/24
12. Facilitating group discussions ahead of July's REACH Health event

*"I found the presentation very useful and clear to follow. Thank you to the organisers"*

*"Thank you so much it's been so useful and an excellent refresher"*

*"I feel really relaxed, this time it's all about me. It's about my physical and mental health. I enjoyed it and found it really relaxing."*

## Communication

**Outcome 12: Improved Website Resources**

**Outcome 13: Engage with the VCS proactively, to offer support**

**Outcome 14: Bespoke Consultancy Service for the VCS**

Outcome	Output	Annual Target	Q1	Q2	Q3	Q4	Total
12	Users accessing website resources	% Increase	Brief for Creative Impact Club prepared with member input for improvements				
13	Proactive contacts	80	26				
14	Consultancy	12 VCS projects with 80% positive feedback	8 VCS projects - 100% positive feedback				

### Consultancy Case Study

Dream Believe Achieve is a Community Interest Company that empowers and supports young people in Southwark. The Directors requested support with their governance to ensure that they were meeting all their legal requirements and that they had the appropriate policies and practices in place for good governance. We spent a morning with them discussing their roles and responsibilities as CIC directors, and making sure that they understood their governing document and that they were clear on what good governance is and how that can maintain this. It was a pleasure to meet with the Directors and see the wonderful work they do.

“Thank you so much for delivering such an engaging training session with Melissa and me. We really got a lot out of it. The training was very engaging, interactive, informative and helpful.”



## Objective 2: Support the creation of a more inclusive and equal Southwark

By 2026 we aim to reduce inequality through stronger and more effective organisations supporting Black and other minoritised communities, a volunteer sector that reflects the diversity of the local population and a VCS that celebrates and promotes diversity.

### Diversity metrics for strategic objective 1

Outcome	Output	Annual Target	Q1	Q2	Q3	Q4	Total
1	% of volunteers from diverse backgrounds	50%	61% BAME; 26% Unemployed; 57% Under 30; 13 % Disabled or long term health condition; 2% Transgender or Gender fluid; 2% Refugee or Asylum Seeker				
3	% of Volunteering Training Programme	50% to BAME-led groups	Planning for Q3				
8	% of casework delivered for BAME-led groups	50%	65%				
9	% of VCS Support training for BAME-led groups	50%	70%				
10	% of evaluation and impact support	50%	45%				
13	% of proactive contacts for BAME-led groups	50%	38%				



## Advocacy and Representation

### Outcome 15: Facilitate networks for BAME led groups

### Outcome 16: Advocate for BAME led groups

Outcome	Output	Annual Target	Q1	Q2	Q3	Q4	Total
15	Facilitate REACH and Latin American networks	4 meetings each per year with at least 8 attendees and 80% positive feedback	1 (plus planning for REACH in Q2)				
16	Formal representations (e.g. consultations, research paper, event with decision makers)	4 per year	2				

### Advocacy and Representation Case Studies

#### Latin American Network

At the 28th April meeting with Representatives from the Latin American Network (LAN) and Southwark Council we advocated on behalf of LAN. Members of the network emphasised they will need capacity-building support on everyday premises management and negotiating a lease (understanding the requirements in holding a lease). This would provide them with better knowledge to be able to negotiate with Council on a more equal power basis to secure a property that suits their needs and a lease that is fit for their purpose. The network will also need independent training and support in deciding on the appropriate legal entity for the next stage in their development on achieving a legal entity so they can sign a lease. We encouraged the Council to identify resources as part of their political commitment to help the Latin American Community secure premises in Southwark. Council officers have agreed that they will try and identify resources to secure this support, and CS is also working closely with our premises project to support this.

#### Rewards and Incentives group

The council is producing a briefing paper about rewards and incentives for community groups taking part in council activities i.e. when the community is asked to work with the council to find solutions on complex matters. We advocated with voices from BAME community leaders that the paper should be written in plain English and a glossary of terms to be included to make the document more accessible for people whose English is not their first language. We contributed to an issue from the BAME voice that the document should be produced in other languages.

## Objective 3: A collaborative Voluntary and Community Sector, able to influence change

By 2026 the Voluntary and Community Sector will work together to have more understanding and opportunity to be involved in decision making, with clear pathways to individually and collectively influence public bodies and relevant stakeholders, regardless of size and type of organisation.

### News, networks and VCS-led projects

**Outcome 16: Better sharing of member news**

**Outcome 17: Making connections between members in person**

**Outcome 18: VCS-led networks build connections with decision-makers to influence change**

**Outcome 19: VCS-led networks lead formal representations (e.g. policy consultation responses, event with decision makers, research paper)**

Outcome	Output	Annual Target	Q1	Q2	Q3	Q4	
16	Community News monthly e-bulletin	25% open rate	42.8%				
16	Member Whats App group trial	Group created and trialled	Planning for Q3				
17	In person events	4	2 – SE1 Networking event (14 <sup>th</sup> May), Charity Chief Exec drinks (25 <sup>th</sup> June)				
18	Children, Families and Young People,	Each network meets 4 times per year with at least 8 attendees and 80% positive feedback	In person, 20 attended. Southwark Housing Solutions & Southwark Council summer Holiday Schemes				
	Older People		In person, 19 attended. Illuminated Arts, Creative session led by Camberwell College of Arts' MA student, Heatwave Protection by Public Health				

	Mental Health		In person, 23 attended. Superhighways Overview of GDPR procedures & Partnership Southwark Update on Mental Health Support for Community Based Care				
	Disability Providers		In person, 22 attended. Disability Hub procurement process update & discussion				
	Grassroots Project		18 grassroots groups across two meetings <a href="#">Project update</a>				
	Southwark Voice		25 <sup>th</sup> June online, 10 attendees. State of the Sector updates.				
19	Network led formal representations (e.g research projects, events, policy responses)	3 per year	DPN meeting and response to Southwark Commissioners re new multi-year grant process for the Disability Hub				

**Outcome 20: Use State of the Sector to influence change for VCS Funding**

**Outputs: Funding Working Group influencing six principles and ‘Funding Differently’ project**

We secured £200,000 for the ‘Funding Differently’ work in 2024/25 following on from a successful pilot in 2023/24: <https://communitysouthwark.org/exciting-grant-opportunity-funding-differently-2024-2025/> This is currently at the decision-making stage and grants will be distributed in September. There were 23 applications for the £10k grant and 51 for the £5k grant.

The Funding Working group met for the 3<sup>rd</sup> time and is working to embed the 6 principles of grant making in Southwark and hold each other to account. Almost all the top 20 funders in Southwark are now engaged in the group as well as several VCS groups.

We shared the [impact and learning report for the Funding Differently pilot](#) with:

- Partnership Southwark Strategic Board
- United St Saviours Charity Board of Trustees
- Adult social care and integrated commissioning – Commissioning management team meeting

**Outcome 21: Use State of the Sector to influence change for VCS Premises**

**Outputs: Premises Supply and Demand analysis, matching process, influence on council policy**

We recently published our interim summary report, highlighting the successes and challenges from the first 6 months of this project. You can find the full report, along with some top-line summary slides, [on our website](#). Through our caseload of 70+ requests we have identified key areas of need and gained a better understanding of supply. We have made strong links with stakeholders who are also looking at this issue, both on a national and local level, and have made progress with council officers who will be seeking our feedback on reports and policies as they are being developed. This includes their planned papers on Affordable Workspace, the next steps on the Land Commission recommendations (including the Community Empowerment Fund) and the distribution of Community Investment Levy (CIL) money.

**Outcome 22: Use State of the Sector to influence change for Commissioning**

**Outputs: Commissioning research and Women’s Safety Steering Group**

In Q1, interviews began for a commissioning research project, which follows on from last year’s State of Sector report. This aims to highlight issues in commissioning that prevent VCS groups from engaging in lengthy commissioning processes. Additionally, we hope the final report will suggest realistic solutions that, if implemented at council-level, will make commissioning more accessible. As part of this project, the CEO attended a steering group for the commissioning of women’s safety services. We successfully advocated for paid front-line VCS representation on the group and for a competitive dialogue process to ensure genuine VCS engagement in the design of the service.

**Outcome 23: Represent the VCS with decision makers**

Meetings	Q1	Q2	Q3	Q4
Community Southwark members (CEO visits)	21			
London CVS Network	1			
Health and Wellbeing Board	0			
Partnership Southwark/ ICS	4			
Council (including officers, cllrs, Commissioning group, Southwark 2030)	19			
Funders (on behalf of the sector)	5			