

A vibrant blue sky filled with soft, white clouds. Numerous colorful balloons in various shades (red, blue, green, yellow, orange, purple, pink, white, black, teal) are scattered across the frame, floating upwards. The balloons are of different sizes and are attached to thin, silver, metallic-looking strings that trail downwards. The overall scene is bright and celebratory.

London Region ICT Strategy

A strategy for London voluntary and community sector

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1. EXECUTIVE SUMMARY

Voluntary and community organisations (VCO) form the backbone of civil society and are at the forefront of efforts to build healthier, more vibrant, and more inclusive communities. They also play "a crucial role in delivering public services"¹ and are being called upon to take on expanded roles and responsibilities in service delivery and community revitalisation. In response, VCO have become major innovators, continually creating new programmes and policies that grow the social, economic, physical, and civic infrastructure of London.

It should also be recognised that technology plays an important role in enabling VCO to respond to social needs at this critical moment in the development of the voluntary and community sector (VCS). The rise of information and communications technology (ICT) has created unprecedented opportunities for VCO and their funders to support those most at risk from social exclusion.

This strategy identifies significant gaps in London's voluntary sector ICT, and provides funders and the other stakeholders with a blue-print for targeted investment and actions needed if the sector is to achieve ChangeUp's high level ICT objective of "affordable and reliable support "² for VCO by 2014.

Key findings and recommendations from the strategy are summarised below:

¹, ChangeUp: Capacity Building and Infrastructure Framework for the Voluntary and Community Sector (2004)

² ibid

London's voluntary and community sector organisations (VCO) are failing to exploit ICT to its full potential, hindering their ability to achieve their goals and deliver value to stakeholders.

The London VCS ICT strategy identifies gaps in provision and proposes a number of solutions, including Circuit Riding, which is a proven model for meeting the ICT needs of VCO.

However, London's ICT infrastructure including Circuit Riding, is in urgent need of investment to sustain and develop it.

Key Facts on London's VCS*

- ▶ 40,000 VCO
- ▶ 300,000 employees
- ▶ 1 ICT Champion
- ▶ 7 ICT support workers
- ▶ £4 billion income earned annually by London voluntary sector (2004)

* From the London Infrastructure Development Plan

Key findings

- ▶ Research from HM Treasury, Lasa and others indicates that the sector's main problems in effectively using ICT can be summarised as follows:
 - a lack of strategic understanding of how ICT can benefit frontline organisations;
 - difficulties in accessing advice, information and support that is affordable, reliable and relevant to the sector; and
 - a lack of understanding of the full costs of ICT with a corresponding reluctance by funders to meet those costs.
- ▶ Research by the ICT Hub in 2004 identified that only 20% of funders fund the full cost of ICT.
- ▶ A Lasa survey of borough CVS in 2004 found that organisations in 16 out of 29 boroughs have no access to any form of ICT support service.
- ▶ Circuit Riders are one possible **solution to the needs of voluntary organisations** for affordable ICT support. These are mobile ICT workers, each supporting a number of organisations. (ChangeUp, 2004)
- ▶ We also know that the number of borough level ICT support workers identified in this strategy as being funded by charitable sources has **declined** from 5 to 3 during the same period.
- ▶ Small groups make up a significant part of London's VCS and research suggests many small groups don't have the capacity to take on the work needed to make use of ICT capacity-building measures. Meeting their ICT needs will require a combination of local pilot projects and co-ordinated action with other ChangeUp consortia, such as performance, governance and workforce development.
- ▶ Organisations failing to embrace ICT "risk having their work overshadowed" by those who do. (Economic Social Research council, 2006)

Key recommendations for funders

High Priority 2008-11

- ▶ **Circuit Rider projects:** HM Treasury's ChangeUp report and research from Lasa and others shows Circuit Riding to be an **efficient, effective and flexible model** of delivering ICT support to the sector. However, since demand for Circuit Rider projects (16 CVSs identified it as a ChangeUp priority) far out-strips supply (8 Circuit Riders) we urge that funders support new and existing projects – including funding for 7 ChangeUp funded Circuit Riders which is due to expire in March 2008.
- ▶ **Professional Development of Circuit Riders:** a programme of recognised quality standards will provide the sector with quality assured service.
- ▶ **Funding total cost of ICT:** VCO struggle with the cost and complexity of ICT, hindering their ability to deliver effective services and outputs to their stakeholders. With full cost recovery now an accepted practice, funders should consider recognising ICT as a **legitimate cost of doing business** that brings real benefits to VCO and their stakeholders.
- ▶ **Expert impartial advice:** Funders need expert and impartial advice to help them and their grantees understand the impact of ICT on the activity they are funding.
- ▶ **Online resources:** The **Knowledgebase** and **Suppliers Directory** provide VCO with quality independent advice on all aspects of planning and managing their ICT.

Medium Priority: 2008 onwards

- ▶ **Smaller VCO:** Funders should consider investing in Circuit Rider projects that support the ICT needs of smaller organisations working together in a **community of interest** partnership.
- ▶ **Web services, open source and wireless:** Our research shows that new web-based services (blogs, podcasts, youtube, etc), open source and wireless technologies can significantly reduce the cost of ICT and reduce dependency on proprietary systems.
- ▶ **Accessible computing:** As a matter of good practice, funders should encourage bids that support that promote accessible computing for all. Accessible computing also fosters the economic inclusion of disabled people.
- ▶ **Social enterprise:** Funders should consider social enterprise models a **long-term goal** as their viability and sustainability for ICT support for VCO is largely unproven. Superhighways Partnership is due to publish an evaluation of its own social enterprise pilot project in April 2008.
- ▶ **ICT volunteering:** Volunteering can help leverage in skills to help VCO build their organisational ICT capacity, and should be encouraged by funders wherever possible.
- ▶ **Co-ordinated action:** Funders support bids co-ordinated through the ICT Sub-Group.

Long-term priority: 2008-2014

- ▶ **Training:** Numerous reports highlight the need to increase the ICT skills of the staff and volunteers of London's VCS. We know of a similar project successfully carried out by the NHS which has the potential to be adapted to the VCS.

Key recommendations for front-line delivery organisations

High Priority 2008-11

- ▶ **Circuit Rider projects:** Smaller VCO or **communities of interest** that cannot afford an individual or team to support their ICT might consider using shared support staff. Often known as Circuit Riders, these support workers are not based in one organisation but travel between the organisations that make up their caseload, helping on a long term basis with ICT planning, support and training. Superhighways are an example of this approach in London.
- ▶ **Funding total cost of ICT:** Evidence shows that many VCO - particularly frontline delivery organisations - **struggle with the cost and complexity of ICT**, hindering their ability to deliver effective services and outputs for their stakeholders. With full cost recovery now an accepted practice, VCO must begin budgeting for their ICT as a legitimate cost of doing business. The **ICT Hub's How to Cost and Fund ICT** booklet gives guidance on this.
- ▶ **Expert impartial advice:** VCO need expert and impartial advice on costing, funding and sourcing ICT if they are to maximise its potential. There are many excellent resources available for VCO, from local Circuit Rider projects, from regional ICT champions and the national **ICT Hub Knowledgebase** and **Suppliers' Directory**.
- ▶ **Web services/new media:** New web browser based services such as Google Docs, Google Calendar, Facebook, Youtube, Slideshare others **offer VCO great opportunities to overcome traditional ICT barriers** such as cost and complexity to collaborate and communicate their stories to wider audiences. The NCVO's "**ICT Tools to Support Collaborative Working**" presents a number of useful case studies.
- ▶ **ICT strategy:** Research from Lasa and others shows that VCO staff, managers and trustees **struggle to manage the strategic elements of ICT** (cost, complexity, technology). Therefore, VCO need to increase their engagement with organisational ICT capacity building initiatives, such as the ChangeUp funded **Net: gain** programme and local Circuit Rider projects. The ChangeUp funded ICT Hub has also produced a wide range of publications to help with strategy and planning.
- ▶ **ICT Skills and training:** Similarly, research from Lasa and others show that VCO staff and managers often lack basic ICT skills – and face many barriers to taking up ICT training opportunities (appropriateness, time, cost, location, etc). Whilst upskilling the sector is a long-term goal, VCO should be encouraged to engage with the many non-vocational and free or low cost ICT workshops provided by local infrastructure organisations and Circuit Riders.

Medium Priority: 2008 onwards

- ▶ **Shared back office:** ICT is essential to back office services and collaboration can enable VCO to develop more sophisticated systems and bring huge benefits to organisations and their beneficiaries. Back office ICT collaboration is most common where organisations share office space and can be offered a package of ICT services and support. The Ethical Property Company is one example of this.
- ▶ **Open source:** VCO should be aware that open source technologies can significantly reduce the cost of ICT, reduce dependency on proprietary systems and breathe new life into refurbished hardware. See www.ictHubknowledgebase.org.uk.
- ▶ **Accessible computing:** As matter of good practice VCO should support accessible computing for all. Accessible computing also fosters the economic inclusion of disabled people. A number of resources are available to assist VCO such as the ICT Hub's **Easy, Free & Quick ICT Accessibility** guide, and the **London ICT Accessibility Champion**.
- ▶ **ICT volunteering:** volunteering can help VCO to leverage in skills to help build their organisational ICT capacity – such as building databases, websites, setting up networks, etc. More on ICT volunteering is available from www.IT4Communities.org.uk.

Long-term priority: 2008-2014

- ▶ **Upskilling the sector:** Numerous reports highlight the need to increase the ICT skills of the staff and volunteers of London's VCS. We know of a similar project successfully carried out by the NHS which has the potential to be adapted to the VCS. This work is a long-term goal and should be taken forward with a multi-consortia partnership involving ICT, Performance, Governance and Workforce Development.

2. PURPOSE OF THE LONDON ICT STRATEGY

The over-arching objective of this Strategy is to provide coherence to the development of VCS ICT infrastructure from 2006/08 to 2011.

This strategy provides a London focus on achieving the national ChangeUp ICT objective of:

“Frontline organisations and funders share a common awareness of the costs and benefits of ICT enabling them to make informed choices about its use. There are affordable and reliable support models in place, with user-friendly and relevant ICT advice available, including volunteering and pro bono support”³

Links are made throughout the strategy with the infrastructural development work of:

- National support services
- Regional ICT Champions
- Sub-regional ChangeUp partnerships
- Borough-Change-Up partnerships
- Other Capacitybuilders funded projects

3. VISION

The strategy also takes its cue from the vision statement outlined in the London Infrastructure Development Plan (LIDP).

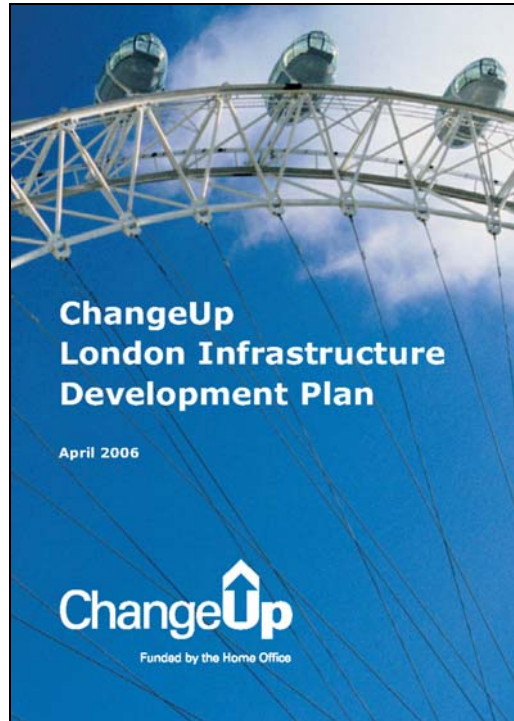
- London VCO will have access to effective, high quality and strategic **infrastructure services** regardless of where they are in London
- London will have a strong VCS **policy voice** to influence the key policies, services and programmes of strategic regional bodies
- all VCO in London will have access to representative, inclusive and participative **networks** for sharing good practice, skills and knowledge

³ *ChangeUp: Capacity Building and Infrastructure Framework for the Voluntary and Community Sector* (Home Office, 2004)

4. ICT SUPPORT NEEDS OF LONDON'S VCS

The London Infrastructure Development Plan⁴ identifies the main ICT support needs of London's voluntary and community sector as:

- ensuring that the London VCS uses ICT to its full potential and has access to appropriate support
- co-ordinating ICT initiatives across London, evaluating outcome and informing future planning and development
- supporting the sustainability of ICT projects in sub-regions
- building the profile of the London VCS ICT project regionally and nationally



Priorities identified by London borough and sub-regional ChangeUp Plans have informed this Strategy. The ICT elements identified in Local ChangeUp Plans are analysed in Chapter 5.

Consultation on the Strategy has taken place through ICT Sub-Group of the London Regional Consortium (LRC). Membership of the ICT Sub-Group can be found at Annex B. Membership of the LRC can be found at **Annex C**.

⁴ London Infrastructure Development Plan, LVSC, April 2006

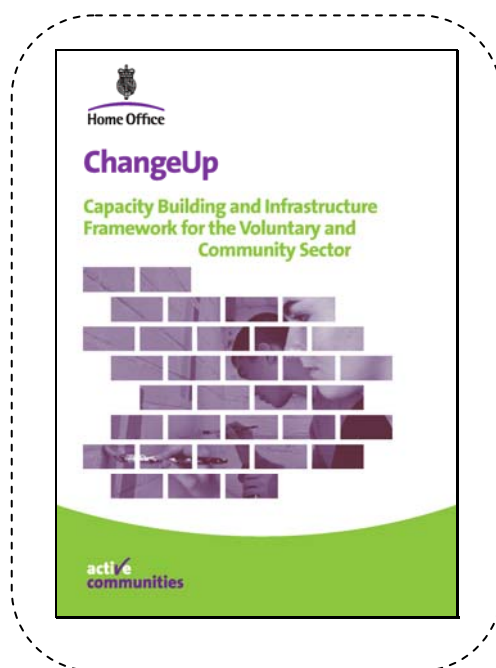
5. EVIDENCE OF NEED

This section details the baseline information for meeting the main ICT support needs identified in the London Infrastructure Development Plan.

The message from our baseline information survey of ChangeUp partnerships is that regional co-ordination and ICT support projects are rated as a high priority. However, our research identifies significant geographical gaps in coverage and an impending funding crisis for currently existing ICT support projects. Our research also shows that more funders need to recognise the importance of funding (a) ICT support projects and (b) ICT infrastructure for VCO.

5.1 Ensuring that the London VCS uses ICT to its full potential and has access to appropriate support

The Home Office report *ChangeUp: Capacity Building and Infrastructure Framework for the Voluntary and Community Sector* (2004) summarised the sector's main problems in effectively using ICT as follows:



- a lack of strategic understanding of how ICT can benefit frontline organisations;
- difficulties in accessing advice, information and support that is affordable, reliable and relevant to the sector; and
- a lack of understanding of the full costs of ICT with a corresponding reluctance by funders to meet those costs.

Similarly, the E-Enabling the Voluntary and Community Sectors⁵ report found that the sector was not making use of opportunities for reducing costs, improving productivity and enhancing services through application of ICT.

5.1.2 Current Provision of ICT support

According to a Government Office for London (GOL) report, “the VCS has had to buy in privately run ICT support which has not entirely met its needs, either because it has been of poor quality, costly or not tailored to its precise needs, especially in respect of how to meet specific requirements of the sector around the strategic use of ICT.”⁶

A Lasa survey of borough CVSs in 2004 confirmed that many voluntary organisations in London have the problems described in the reports above. It also found that organisations in 16 out of 29 boroughs, for example, have no access to any form of ICT support service. Many organisations were unaware of existing resources which could help them address these issues.⁷

A report commissioned by Lasa to review the support needs of organisations providing advice and guidance services summarises the survey responses of 103 organisations.⁸ On the question of ICT support:

- 41% said they had accessed ICT support services in the past 12 months
- 80% said they anticipated accessing ICT support services in the next 12 months
- 64% reported support needs for databases and case management software
- Survey respondents were also highly supportive of Circuit Rider projects as a solution

⁵ E-Enabling the Voluntary and Community Sector, Hall Aitken, Active Community Unit, November 2001

⁶ Forecasting and trends analysis of London’s voluntary and community sector, GOL, 2005

⁷ ICT Mapping Report, Lasa 2004

⁸ Supporting Advice in London: A Review of Infrastructure Needs, Lasa, 2006

In October 2005, ChangeUp partnerships at regional, sub-regional and borough level were required to submit their plans for ChangeUp investment. Analysis of the ICT element of those proposals is summarised in **Table 1** and shows strong demand for:

- Regional and sub-regional co-ordination by **20 of 39** London ChangeUp partnerships
- Circuit Rider/ICT support projects by **15 of 39** London ChangeUp partnerships
- ICT information and advice projects **20 of 39** London ChangeUp partnerships

However, analysis also shows much less demand for social enterprise ICT projects – **4 of 39** partnerships – a possible reflection that ChangeUp partnerships consider social enterprise for ICT projects to be too early in its development at his moment in time.

TABLE 1: Analysis of Sub-Regional and Borough ChangeUp ICT proposals (submitted Oct 2005)

| | Circuit Rider projects | ICT Skills & Training | ICT info & advice services | Social Enterprise ICT projects | Statutory Sector partnerships | Regional & sub-regional projects | Volunteering projects |
|-----------------------|------------------------|-----------------------|----------------------------|--------------------------------|-------------------------------|----------------------------------|-----------------------|
| Central London | ✓ | | | ✓ | | | |
| Camden | ✓ | | ✓ | | | ✓ | |
| Islington | | ✓ | ✓ | ✓ | | ✓ | |
| Kensington & Chelsea | ✓ | | | | | | |
| Lambeth | | | ✓ | | | ✓ | |
| Southwark | | | ✓ | | | | |
| Westminster | | | | | | | |
| North London | ✓ | ✓ | | | | ✓ | ✓ |
| Barnet | | | ✓ | | | | |
| Enfield | | | ✓ | | | ✓ | |
| Haringey | ✓ | | | | | | |
| Waltham Forest | ✓ | ✓ | | | | | |

| | Circuit Rider projects | ICT Skills & Training | ICT info & advice services | Social Enterprise ICT projects | Statutory Sector partnerships | Regional & sub-regional projects | Volunteering projects |
|----------------------|------------------------|-----------------------|----------------------------|--------------------------------|-------------------------------|----------------------------------|-----------------------|
| East London | ✓ | ✓ | | | | | ✓ |
| Barking & Dagenham | | ✓ | | | | ✓ | |
| Bexley | ✓ | ✓ | | | | | |
| Greenwich | | | ✓ | | | | |
| Hackney | ✓ | | ✓ | | | ✓ | |
| Havering | | | ✓ | | | | |
| Lewisham | | | ✓ | | | ✓ | |
| Newham | | | ✓ | | | ✓ | |
| Redbridge | | | | | | ✓ | |
| Tower Hamlets | | | ✓ | | | ✓ | |
| South London | | | | ✓ | | ✓ | |
| Bromley | | | | | | ✓ | |
| Croydon | | | ✓ | | | ✓ | |
| RB Kingston | | | ✓ | | | ✓ | |
| Merton | ✓ | | ✓ | | | ✓ | |
| Richmond | ✓ | | ✓ | | ✓ | ✓ | |
| Sutton | ✓ | | | | | ✓ | |
| Wandsworth | ✓ | | ✓ | | | ✓ | |
| West London | | | | | | ✓ | |
| Brent | | | ✓ | | | ✓ | |
| Ealing | | | ✓ | | ✓ | | ✓ |
| Hammersmith & Fulham | ✓ | ✓ | | ✓ | | | |
| Harrow | | ✓ | ✓ | | | | ✓ |
| Hillingdon | ✓ | | | | | | |
| Hounslow | ✓ | ✓ | | | ✓ | | |

To put it in a London context, Circuit Riders generally support a caseload of 20-30 organisations and it is estimated that there are 23,000 registered charities and at least 40,000 VCO in London.⁹

Table 2 also shows that the high demand for ICT support projects is not being met with significant supply gaps in Central, East, and West London – all heavily populated by VCO.

TABLE 2: Geographical distribution of Circuit Rider projects

| Borough | Circuit Rider/ICT support worker |
|-----------------------|---------------------------------------------|
| Central London | |
| Camden | ✓ |
| Islington | |
| Kensington & Chelsea | |
| Lambeth | |
| Southwark | ✓ |
| Westminster | |
| East London | |
| Barking & Dagenham | |
| Bexley | |
| Greenwich | |
| Hackney | ✓ (Hackney, City, Newham, Tower Hamlets) |
| Havering | |
| Lewisham | |
| Newham | |
| Redbridge | |
| Tower Hamlets | |
| North London | |
| Barnet | |
| Enfield | |
| Haringey | ✓ |
| Waltham Forest | ✓ |
| South London | |
| Bromley | |
| Croydon | ✓ |
| Kingston | ✓ |
| Merton | ✓ |
| Richmond | |
| Sutton | ✓ |
| Wandsworth | |
| West London | |
| Brent | |
| Ealing | |
| Hammersmith & Fulham | |

⁹ London Infrastructure Development Plan, LVSC April 2006

| | |
|------------|---|
| Harrow | |
| Hillingdon | ✓ |
| Hounslow | |

Correct to July 2007.

However, demand for ICT support projects vastly outstrips supply, and there is a significant discrepancy between the huge need for ICT support in the sector and the numbers of appropriate people who can provide it.

5.2 Co-ordinating ICT initiatives across London, evaluating outcome and informing future planning and development

This section details evidence of need and proposals to co-ordinate ICT initiatives across the London region.

At a regional level, Lasa, London Voluntary Service Council (LVSC) and representatives of London CVSs were funded in April 2004 to conduct a feasibility study examining how Lasa, Brixton Online and the CVS movement could collaborate to develop ICT use in London's voluntary and community sector.

The outcome of the feasibility study was a Pan-London ICT Development project and funding from Government Office-London for five ICT development workers. In the Autumn of 2004, Sub-Regional Development Workers and borough Circuit Riders worked to influence the ICT elements of borough and sub-regional ChangeUp proposals submitted to LVSC (**ANNEX A**), which went on to inform the London Infrastructure Development Plan.

The London Infrastructure Development Plan called for proposals to '**co-ordinate ICT initiatives across London**' and the evidence of need is summarised in comments below. Fuller comments regarding ChangeUp ICT proposals submitted by Borough CVS and their sub-regional CVS networks can be found at **ANNEX A**.

- "Lack of strategic understanding of ICT. Many VCO waste money because they buy technology in an unplanned way. They need help to draw up and implement ICT strategies and training in ICT management for non-technical staff." (Lasa survey of borough CVS, 2004)
- "Ensure links with Lasa pan-London ICT Development project activity across London." (South London CVS Network)
- "Ensure links to regional ChangeUp funded initiative (Pan-London ICT Development project)." (Voluntary Action Camden)

- “Provide on-going centralised support (Pan-London ICT Development project) on ICT support and information.” (Hackney Voluntary Action)
- “Basic support to small/emerging groups through Circuit Riders via LASA Pan-London ICT Development project or if that is not available local capacity groups will develop project.” (Hammersmith & Fulham VA)
- “Provide more ICT technical assistance for groups (link to LASA Pan-London ICT Development project.” (Haringey)
- “Develop ICT capacity of BME groups. ChangeUp's ICT strand at local and regional level will help to provide the infrastructure to develop this.” (Lambeth Voluntary Action)
- “Access to sub-regional Circuit Rider support via Lasa Pan-London ICT Development project.” (Newham VSC)
- “Access to sub-regional support provision via Lasa Pan-London ICT Development project.” (Redbridge CVS)
- “Link to Lasa Pan-London ICT Development project and sub-regional Circuit Rider projects.” (Tower Hamlets COF)

5.3 Supporting the sustainability of ICT projects in sub-regions

Government Office for London (GOL) convenes the London Regional Consortium (LRC) to establish which areas and activities need developing to bring London's VCS infrastructure in line with ChangeUp aims. Membership of the LRC is at **ANNEX C**.

In November 2004 GOL initiated a proposal to form an ICT sub Group of the LRC. GOL also proposed that Lasa lead the ICT Sub Group, and funded it to do so. Membership of the ICT Sub Group is at **ANNEX B**.

The purpose of the ICT Sub Group was to establish what activities needed developing within the infrastructure for ICT support to help inform the drafting of the London Regional, Sub-Regional and Local Development Plans, with the overall aim of enabling London's ICT infrastructure to provide a better service to frontline organisations.

The ICT Sub-Group had three main objectives:

- To identify and recommend to the LRC a process for filling gaps in infrastructure covering ICT, which will enable frontline organisations to have better access to high quality support in the key areas of ICT organisational need as outlined in ChangeUp.
- To develop ideas for filling gaps that build on good practice wherever it already exists and which take account of local needs audits, fit in with ChangeUp aims and objectives and its ethos of inclusiveness to ensure delivery is equal and appropriate.
- To put forward ideas/considerations to the LRC for discussion and approval to help inform the drafting of the Regional, Sub-Regional and Local Infrastructure Development plans.

What does the ICT Sub Group do?

The ChangeUp London ICT Sub Group is regional forum which meets bi-monthly and has a diverse membership representing regional BME and women's networks, sub-regional ChangeUp partnerships, disability organisations and Circuit Riders.

Some of the ICT sub Group's recent work includes:

- Stakeholder consultation and development of the London ICT strategy
- Co-ordinated response to Capacity Builders draft national support services framework
- Co-ordinated response to the Consortium Development Toolkit
- Feedback to and from the national ICT Hub
- Steering and advising the London ICT Champion project
- Information sharing and co-ordination with London Connects, Net:gain and sub-regional ChangeUp partnerships.

A considerable degree of overlap between the work and membership of the Pan-London ICT Development steering group and ICT Sub Group was noted, and in Summer 2006 GOL agreed to their merger. A reconvened ICT Sub Group had its first meeting in November 2006 to agree a workplan for the London Regional ICT Champion and begin work on developing an ICT strategy for London's VCS.

5.4 Building the profile of the London VCS ICT project regionally and nationally

Evidence for this need is expressed in the ICT Hub Business Plan for 2007/08. Amongst others things, the business plan calls for the funding and establishment of regional ICT Champions in all 9 Government Office Regions.

As of June 2007 there are 9 regional Champions officially mandated by the ICT Hub, as summarised in **Annex D**, all funded to March 2008.

Broadly, their role is to improve the quality of support to frontline groups through:

- Sharing best practice between projects in the region and nationally
- Engaging funders at regional and national level.
- Being a critical friend to regional VCS bodies and consortia across the region
- Identifying and initiate projects to fill gaps in provision
- Identifying areas of duplication
- Acting as a conduit for feeding back issues between national, regional, sub-regional and borough levels.
- Championing and co-ordinating regional ICT policy and strategy

In addition, the ICT Hub also currently funds Accessibility Champions (see **Annex D**), some of whom undertake the regional role, whilst others do not. The functions of part-time Accessibility Champions will become part of each regional champion's role from October 2007.

6 PROPOSALS

This section outlines the rationale for our proposals based on the need evidenced in Chapter 5. The Action Plan in Chapter 10 shows elements of the strategy that have been prioritised by stakeholders and put into motion by the London ICT Champion.

6.1 Funding ICT

The rise of information and communications technology (ICT) has created unprecedented opportunities for VCO and their funders to support those most at risk from social exclusion. Not surprisingly, ICT has now come to be seen by many as an essential tool for doing business - 83% of VCO said IT was very important to their core activities and delivery of services¹⁰.

However, a recurring issue emerging from the sector is a lack of funding for the costs associated with ICT. Research from the ICT Hub shows that only 20% of funders fund the full cost of ICT¹¹.

Understandably, some funders want to focus on supporting direct services for clients. However, the effectiveness of service delivery can be seriously undermined by inadequate ICT. Supporting [the cost] of ICT can provide the essential structure on which effective service provision is based¹².

Research from the ICT Hub also suggests that whilst many funders feel they would like to fund ICT, they lack the expertise to evaluate ICT projects. Similarly, many VCO feel confused about how to cost and plan for ICT. This is tackled in several excellent guides from the ICT Hub:

- Making more impact with your funds; ICT Hub, 2007
- How to Cost and Fund ICT, ICT Hub, January 2007
- Guide to Managing ICT in the Voluntary and Community Sector, ICT Hub, August 2007

¹⁰ ICT Hub/WCIT Funding Survey, 2006

¹¹ ICT Hub Baseline Survey, 2004

¹² Making more impact with your funds, ICT Hub, 2007

Recommended:

- Funders should “recognise that it is legitimate for providers to include the relevant element of overheads in their cost estimates for providing a given service under service agreement or contract.”¹³
- Funders need expert and impartial advice to help them and their grantees understand the impact of ICT on the activity they are funding.¹⁴ This service could be provided by Lasa, Superhighways and others with experience of supporting ICT in the sector.

6.2 Circuit Riding as a model of ICT support

The ICT Needs of Development Workers by Marian Burley, views ICT as ‘integral to both a voluntary organisation’s internal functioning and its service delivery.’¹⁵

Circuit Riders are one possible solution to the needs of voluntary organisations for affordable ICT support¹⁶, and there is a clear demand for them in London.

ADP Consultancy’s evaluation of Lasa’s second Circuit Rider project¹⁷ provides real evidence of Circuit Riding helping frontline delivery organisations plan and manage their ICT.

Circuit Riders also aim to make the organisations they work with become self-reliant in their use of ICT enabling the Circuit Rider to move on and help other organisations.

As Circuit Riders share a similar ethos to support organisations they will often work together or in networks to support and share information with each other enabling them to learn from similar work in a range of organisations and enabling them to deliver their services in an effective and efficient way.¹⁸

¹³ The Role of the Voluntary and Community Sector in Service Delivery: A Cross-Cutting Review, HM Treasury, September 2002

¹⁴ Making more impact with your funds; ICT Hub, May 2007

¹⁵ The ICT Needs of Development Workers by Marian Burley (A report for The Superhighways Partnership, reSource IT Up project – phase 1, Research Feasibility and Conception, March 2004)

¹⁶ ChangeUp: Capacity Building and Infrastructure Framework for the Voluntary and Community Sector 2004

¹⁷ Circuit Rider Project: Evaluation, ADP Consultancy, May 2007

¹⁸ *ibid*

Circuit Riders

Circuit Rider is an umbrella term, originating in the United States, for ICT professionals working primarily in the voluntary and community sector.

A Circuit Rider is a mobile worker who provides ICT support and development to a caseload of small voluntary organisations and who works in collaboration with other Circuit Riders.'

Circuit Riders offer a range of skills including strategic development, technical support, training and action planning. They come from a range of backgrounds and may be working within infrastructure organisations like a CVS, networks such as Age Concern, operating as a community or social enterprise company or as an independent, self-employed consultant. Circuit Riders generally work with small organisations that do not have their own ICT staff, either because of their size or because they are not able to afford them.

Recommended:

- Funders and stakeholders recognise and support Circuit Riding as an effective model of providing ICT support to the sector.

6.3 Circuit Riding standards

The development of a national set of standards for Circuit Rider work is set out in the ICT Hub Business Plan (2007/08), and being taken forward nationally by Lasa.

Lasa is also negotiating with Basis to develop a London regional framework to support the development of new and existing London Circuit Riders. The initiative will also ensure quality and standardised services are delivered to the sector, reduce duplication by production of central resources, and provide professional development and networking opportunities for practitioners. This work will cross-reference and inform the subsequent development of a national set of standards for the UK Circuit Rider community.

Recommended:

- Develop a set of standards for the London Circuit Rider community to ensure quality and standardised services are delivered to the sector; reducing duplication by production of central resources, and providing professional development and networking opportunities.

6.4 Promoting online resources for the voluntary sector

A Report for Government Office London stated, “There is an increasing trend towards the use of ICT to help the VCS to develop services for users (e.g. on-line or web-based advice, consultation, information) as well as to increase the efficiency of its internal working (e.g. administration and finance).

As has been noted at various points, many VCO often feel confused about where to go for free and impartial ICT information. A number of online resources have been developed to tackle this and provide VCO with the impartial advice they need to make informed decisions about ICT. The ICT Hub Knowledgebase¹⁹ and Suppliers Directory²⁰ are both helping to meet this need and are being actively promoted across London by the ICT Champion.

Regional Champions, local circuit riders and others interested in capacity building the sector's ICT have found the Knowledgebase and Suppliers Directory websites to be an invaluable unique and free resource for helping the sector to make better informed decisions about ICT.

ICT Knowledgebase

The Knowledgebase is designed to help community and voluntary sector organisations access the benefits of information technology, and is a comprehensive source of independent ICT information and advice. It contains over 300 articles in jargon-free English on all aspects of planning and managing ICT.

Typical comments from recent ICT events include:

“An extremely useful resource not only for my ICT support role within my own organisation but also as a tool to signpost other organisations to who are looking for support. Information aimed at differing levels of knowledge/technical skill is particularly useful.”

“You really understand the needs of voluntary sector organisations - thanks!”²¹

The Knowledgebase also provides considerable additionality for funders – such as the syndication of content into newsletters and websites across the sector. Organisations such as IBM are also using content from the Knowledgebase to help their volunteers who work directly with frontline organisations in the UK and abroad.

¹⁹ <http://www.icthubknowledgebase.org.uk/>

²⁰ <http://directory.icthub.org.uk/techfinder/icthub/index.cfm>

²¹ External evaluation of ICT Hub 2007, Ticher and Eaves

ICT Hub Knowledgebase

An indicator of the value of the Knowledgebase to the sector can be seen in visitor statistics.

Since its official launch in July 2006:-

- 272,775 unique visitors
- 356,321 unique visits
- 893,038 page views

Since January 2007:

- 22,139 average unique visitors to site per month increasing steadily month on month

Knowledgebase content:

- 312 articles - regularly reviewed and revised to ensure up to date
- Wider circuit riding community engaged and involved in writing articles
- Discussion forums and article comments supplement / complement articles
- Good links with other content providers including Techsoup.org and Idealware outside the UK
- RSS feeds allow content to be “pushed” to users and / or the websites their stakeholders use (e.g. ICT Champions, Illuminate ICT)

More details at: www.icthubknowledgebase.org.uk

Suppliers Directory

The Suppliers Directory is a searchable online directory that connects voluntary and community sector organisations in England with suppliers of ICT products and services. The Directory aims to give the sector confidence in choosing suppliers who are likely to be trustworthy and provide appropriate services.

- 200 suppliers offering over 360 services covering all 9 government regions.
- suppliers must demonstrate a positive track record of working in the sector.
- suppliers are vetted by having at least two referees checked.

The Suppliers Directory is also an essential part of the toolkit for regional ICT champions and circuit riders working with frontline organisations.

Feedback from recent ICT events with frontline organisations is typically comments like:

"Just what we need - I often struggle to find support and being searchable by postcode is excellent too"

"Its good you ask for references at least then I know there has been some kind of vetting and I'm less likely to be ripped off".²²

ICT Suppliers Directory

The Suppliers Directory has become an invaluable part of the toolkit for providers of technology support in the voluntary sector.

Suppliers Directory site visits

Since original launch in November 2006 to end October 07:

- 41,479 unique visits
- 11,806 page views (supplier detail pages)

Major improvements to the accessibility, usability and functionality of the directory were implemented in November 2007. In the 3 months since:

- 3,356 unique visits
- 2,638 unique visitors
- 20,525 page views

More details at: <http://directory.ictHub.org.uk/>

Another significant online resource for London's VCO is VOICE. Promoted by London Connects, VOICE is a free online web portal designed to give voluntary and community sector groups a web site.

²² External Evaluation of the ICT Hub, Ticher and Eaves

Case Study – VOICE

VOICE is a powerful and free web-publishing toolkit available to local councils to help their local groups, from neighbourhoods to schools, to create new free websites - and develop those using tailored tools and templates.

As well as posting content, news, documents and audio-visual material, VOICE toolkit users can easily add interactive eParticipation and eConsultation toolkit options to their sites, like blogs, forums, surveys and petitions.

More details at: <http://www.e-voice.org.uk/>

Recommended:

- support continuation of the Knowledgebase and Suppliers Directory as freely available source of independent ICT advice to the sector
- Promote and signpost ICT resources to help build ICT capacity of London VCO
- Work in partnership with London Connects to promote the VCS to statutory sector stakeholders

6.5 Social enterprise as a model of ICT support

Circuit Riding is a well established model with a proven track record for delivering effective ICT support services to frontline delivery organisations. As Circuit Riding has developed in the UK, the idea of sustaining projects beyond their initial period of funding through '**paid for services**' or **social enterprise** has gained currency. The concept is heavily embedded in the recent Capacity Builders Destination 2014 strategy²³.

The DTI's definition of social enterprise is:

'a social enterprise is a business with primarily social objectives whose surpluses are principally reinvested for that purpose in the business or in the community, rather than being driven by the need to maximise profit for shareholders and owners.'²⁴

²³ Capacity Builders Destination 2014: Our strategy for the delivery of ChangeUp; July 2007

²⁴ http://www.sel.org.uk/factsheet_about_socent.html

At the forefront of applying the social enterprise model to Circuit Riding is the sub-regional Superhighways Partnership (south London). In 2007/08, Superhighways is committed to covering 20% of its costs through charging for ICT support services.

Two sub-regional CVS partnerships (Central and South) and 2 borough CVSs (Islington and Hammersmith & Fulham) have identified social enterprise as a model for delivering sustainable and quality ICT support services to frontline organisations (**see Table 1**). We also know that Westminster CVS has been canvassing its members about different models of ICT support.

At a regional level, Lasa is in discussion with charitable funders to undertake a piece of research into existing social enterprises and to gauge interest in it as a viable business model for bidding for public contracts and increasing provision of ICT support services to the VCS.

Recommended:

- London ICT Champion project to research viability of social enterprise as a model of delivering ICT support to the sector.
- Monitor progress of Superhighways pilot social enterprise project and report back to the ICT Sub Group

6.6 Model of pan-London co-ordinated support

Research by Lasa in 2004 identified considerable disparity in IT support service provision across London at sub-regional and borough-level (**see Table 2, Chapter 5**). To fill the gaps identified in Lasa's research, work on achieving consensus for the development of a Pan-London model of co-ordinated Circuit Riding at regional, sub-regional and borough-level was started in 2004 by the GOL funded Pan- London ICT Development project.

During this project Lasa proposed a pan-London model of co-ordinated support.



6.6.1 Regional Co-ordination

London ICT Sub-Group

- Identify gaps in ICT provision
- Fill gaps by co-ordinating ICT plans and bids for funding
- Identify opportunities for partnership working with other ChangeUp themes, such as equalities and workforce development.

The London Regional ICT Champion - provides London's VCS with:

- Regional policy and strategy development
- Voice and representation for London Circuit Rider network
- Supporting development of VCS ICT infrastructure
- Promoting best practice of ICT to stakeholders

6.6.2 Sub-regional co-ordination

Sub Regional Development Workers - the ACU proposed funding “ICT development workers”. As examples of the work they might do, the ACU’s ChangeUp consultation document mentioned supporting the development of “Circuit Rider” projects in their area, and co-ordinating the provision of ICT training for the voluntary sector.

There is currently one officially mandated sub-regional development worker, covering the south London region. The posting of a sub-regional ICT development worker has proved remarkably effective in growing south London’s Superhighways project from 1 person to a social enterprise employing 5 Circuit Riders.

Achieving this will require the London Region ICT Champion and the ICT Sub Group to build consensus with sub-regional and borough ChangeUp partnerships about the benefits a sub-regional ICT development worker might bring to boosting local ICT infrastructure support services.

6.6.3 Borough-level co-ordination

The model of delivering ‘Circuit Rider’ services at borough-level is well established and documented for its effectiveness in providing ICT support to frontline VCO. The effectiveness of the Circuit Rider model has also been recognised by support from charitable and statutory funders.

However, with only 8 CVS officially mandated borough-based Circuit Riders or ICT support workers currently in post, this leaves 25 London boroughs without. Our research shows that there is a significant gap between the number of Circuit Riders in post and the potential demand for ICT support from London’s 40,000VCO²⁵, as documented in **Chapter 5.1.2**

This strategy proposes to fill the borough-level gap of ICT support workers through the London Regional ICT Champion and ICT Sub Group supporting sub-regional and borough ChangeUp partnerships to bid into charitable and statutory funders known to be receptive to ICT support worker/Circuit Rider projects.

The London Regional ICT Champion and ICT Sub Group will also work to influence other charitable and statutory funders about the effectiveness of ‘Circuit Rider’ style projects.

Recommended:

²⁵ London Infrastructure Development Plan, LVSC, 2006

- Gain consensus for a pan-London model of co-ordinated regional/sub-regional/borough Circuit Riding and ICT support.
- Work towards securing continuation funding for the ICT Sub Group beyond March 2008.
- Work towards securing continuation funding for the London Regional ICT Champion beyond 2008.
- Secure continuation funding for sub-regional ICT Development Workers and borough-level Circuit Riders currently in post.

6.7 Supporting the ICT needs of non CVS networks

We are also aware non-CVS networks “play a critical role in meeting the infrastructure and capacity building needs of front-line organisations. A GOL commissioned ChangeUp study²⁶ reveals over 200 such networks in London. Some are nearly a century old whilst others, such as BME networks, have arisen recently to meet specific needs.”²⁷

To this end, the London ICT Champion project has begun working with non-CVS networks such as the Confederation of Indian Organisations and Community Alliance to deepen the reach of ChangeUp funded resources produced by the national ICT Hub – such as the ICT Knowledgebase, Suppliers Directory, and ICT Hub publications.

Case Study – Confederation of Indian Organisations

Many small VCO lack the capacity, skills and knowledge to develop their ICT and engage more effectively with the mainstream.

Disha (Direction) is an innovative ChangeUp funded project promoting the benefits of ICT to South Asian Organisations. The London ICT Champion has also been working in partnership with Disha to develop a Circuit Rider project and spread ICT Hub resources to CIO’s four hundred group members.

More details at: www.cio.org.uk/disha.htm

Recommended:

- Funders should support the development of Circuit Rider projects supporting the ICT needs of non CVS networks and other communities of interest.

²⁶ Mapping of London-wide VCS networks, GOL, 2004

²⁷ London Infrastructure Development Plan, LVSC, 2006

6.8 Supporting the needs of smaller organisations

Smaller organisations make up a significant proportion of the voluntary sector²⁸ and represent many communities identified as being marginalised or excluded.

A recent research report commissioned for the Joseph Rowntree Foundation and reported in Third Sector Magazine, found that many small organisations don't have the capacity to take on the work needed to make use of ICT capacity-building measures.²⁹

Case Study – Southall Community Alliance

Research from a 2005 BMER Capacity Needs Audit had identified that 55% of BMER groups in the borough of Ealing were based in Southall and 24% in Acton, with 27% of these groups lacking access to a computer and 38% without an email address.

Following on from this research, Capacity Builders funded the 'Know IT' project to support the ICT needs of 20 BMER organisations. A community ICT hub was developed to share resources and good practice, and the project is currently in the process of building a portal website for the groups. The London ICT Champion has also been working with the project signpost it towards other ICT resources to support its work.

More details at: www.lasa.org.uk/ictchampion

Evidence from Lasa's first Circuit Rider project³⁰ also suggests that working with smaller organisations is expensive in terms of time and staff resources.

²⁸ ICT Hub Baseline Survey 2004, Ticher & Eaves

²⁹ Capacity building black and minority ethnic voluntary and community organisations - an evaluation of CEMVO's London pilot programme, Joseph Rowntree Foundation, 2006

³⁰ Lasa Circuit Rider project 2004

Case Study – BTEG, MiNET, ROTA

Sharing back-office functions, such as ICT, can significantly reduce costs and increase effectiveness and co-ordination.

BTEG, MiNET and ROTA are 3 pan-London BMER capacity building organisations, who on their own would probably be unable to resource a Circuit Rider. However, by combining forces they have over 50 members of staff economies of scale come into play.

ChangeUp granted £66,000 towards the funding of shared Circuit Rider, who was able to improve their back office systems and make difference to how BTEG, MiNET and ROTA are better able to meet their needs of stakeholders.

Smaller organisations also experience significant problems with funding, premises, and ICT. However, if smaller organisations band together into **communities of interest**, economies of scale make it possible to share back office functions, such as premises, ICT, a Circuit Rider and access to a dedicated fund-raiser.

Case Study – Ealing Community Resource Centre

Ealing community Resource Centre is home to 14 diverse charities – including Ealing Council for Voluntary Service, Ealing Mencap, Ealing Racial Equality Council, Age Link, Ealing Centre for Independent Living and the Rachael's Children's Trust - all sharing accommodation, facilities and expertise.

The centre is a modern, professional and well-equipped resource, boasting private interview rooms, training and meeting rooms, laptops, projectors, whiteboards, photocopiers, hot-desking facilities and IT infrastructure, including Internet access and digital telephone system. As Centre Manager Knox Daniel explained, "ChangeUp kick-started the funding process and enabled us to lever in more money. It started a chain reaction!" Further funds have been leveraged from supporters including the Big Lottery, City Parochial, City Bridge Trust, Ealing & Brentford Consolidated Charities and British Airways Authorities.

More details at: www.ecrc.org.uk

Recommended:

- London ICT Champion to promote sharing of back-office functions between smaller VCO and communities of interest.

- Develop a pilot project to explore how Circuit Riding can be adapted to meet the ICT needs of smaller organisations.

6.9 Promoting ICT Accessibility

ICT accessibility is currently promoted by the London ICT Accessibility Champion, whose mission is to:

- Promote increased productivity and benefits of accessibility to VCO
- Deliver workshops highlighting good practice
- Signpost accessible computing resources

From October 2007, this role will merge with the London ICT Champion.

Building in ICT accessibility is a sound working practice – making small changes such as adjusting text size, keyboard and monitor position – can increase staff productivity, improve working conditions and reduce the risk of strain injuries.

There are also sound economic and social reasons for adopting accessible computing practices – there are approximately 8.9 million disabled people in Britain, providing VCO with potential customers, volunteers and employees. It is also estimated that disabled people have an average annual spending power of £50 billion a year³¹.

Many funding bodies now ask for evidence concerning Equal Opportunities and Diversity policies and accessibility can be used to attract funding as it demonstrates that an organisation is up to date with current legislation, and has a commitment to social responsibility³².

It is not only disabled individuals who benefit from increased accessibility, as an accessible website is 35% easier to use for every visitor³³.

Recommended:

- ICT Champion project continues to promote and raise awareness of benefits of accessible computing to VCO.
- Funders support VCO wishing to implement accessible computing.

³¹ Regulatory Impact Assessment, Access to Goods, Services and Facilities, Disability Discrimination Act, Department of Work and Pensions, July 2001.

³² Easy, Free & Quick ICT Accessibility for Voluntary & Community Organisations, AbilityNet, 2006

³³ DRC Formal Investigation into website accessibility, April 2004

6.10 Supporting open source projects

Open Source software, unlike proprietary or licensed software, is free of licence costs and users can access the 'source code' to alter the software to meet their specific needs and to continually improve it.

Well known open source solutions include the Mozilla Firefox web browser, Open Office suite, numerous Linux operating systems and the GIMP photo editor.

There are many resources available for VCO to explore the potential of open source – such as the ICT Hub Knowledgebase and the National Computing Centre - and the ICT Champion project is sign-posting and linking to them.

There is also a potential synergy between the growing interest in open source and the rapidly expanding Circuit Rider movement, and this will be explored where appropriate.³⁴

³⁴ From Open Source is on the Map by Lasa Information systems Team, <http://www.icthubknowledgebase.org.uk/opensourceonthemap>

Open source software - potential pros and cons

On the upside of open source software:

- Low cost or even free
- Often more robust than its closed source counterparts. (Linux, for example, will reliably run on older computers).
- Offers flexible combinations of features.
- Can frequently be customised.

However, VCO should also be aware that:

- Problems with compatibility between open source software and other applications.
- Support can sometimes be difficult to understand because it is frequently aimed at developers and not end users. On many open source projects, end user documentation is aimed at a very tech savvy audience.
- Open source is not always plug and play and can be difficult to install.
- Hardware manufacturers do not always support open source and it can be difficult to find drivers for printers, scanners and digital cameras.

More details at:

<http://www.ictHubKnowledgebase.org.uk/opensource>

In London, Superhighways Partnership has developed a project whereby volunteers learn how to refurbish old computers and install free open source software.

Another successful open source project that could be adapted across London is Digital Birmingham³⁵, an initiative set up by Birmingham City Council and BT to increase access to technology by offering community groups free recycled computers running open source software and 12 months free broadband internet from BT.

Recommended:

- Promote open source solutions and recycling projects to the sector where appropriate.
- Explore potential synergies between Circuit Riding and open source where appropriate.

³⁵ <http://www.digitalbirmingham.co.uk/>

6.11 Supporting ICT Volunteering

We know from submitted ChangeUp proposals that two sub-regions (North and East) support ICT volunteering projects. IT4Communities is the main agency responsible for co-ordinating ICT volunteering opportunities for IT professionals.

Feedback from the sub-regions suggests borough CVS have a slightly different focus – providing volunteering opportunities for those currently working towards an ICT qualification, which is closer to the aims of workforce development. Whilst the VCS can supply the linkage between training providers and employers, there also needs to be a debate about the best level for delivering an ICT volunteering project, and the right agencies to deliver it, such as the borough volunteer centre rather than the borough CVS.

The London ICT Champion and ICT Sub-Group will explore the potential of ICT volunteering projects, and cross-reference the experience of the Volunteering Hub, IT4Communities and the London Workforce Development Champion.

Recommended:

- Promote the potential value of appropriate ICT volunteering to help VCO build their capacity.

6.12 Increase provision of ICT training and skills

Research from Lasa and others (see Chapter 5.1) highlights a lack of ICT skills and suitable training available for London's VCS. Increasing the provision of ICT training available to the sector will increase the skills and capacity of VCS staff, enabling London's VCO to deliver better services on behalf of their stakeholders.

Introduced in 1998, the ECDL (European Computer Driving Licence) now has over 1.5 million participants in the UK alone. ECDL is the internationally recognised qualification which enables people to demonstrate their competence in computer skills.

ECDL is designed specifically for those who wish to gain a benchmark qualification in computing to enable them to develop their IT skills and enhance their career prospects.

The NHS Basic IT Skills Programme (ECDL)³⁶ offers a startling example of the ECDL's effectiveness when introduced across a sector at a national level.

NHS: Basic IT Skills Programme (ECDL) Survey Results (May 2005)

The aim of the Basic IT Skills Programme was to improve the basic IT skills of NHS staff. Eighteen months from launch in March 2003, 100,000 staff had registered on the national online portal – making it by far the largest ECDL programme in the world.

The survey reported that learning had been extremely flexible, with only 15% taking place in traditional tutor-led classroom sessions. Almost 30% of learning had taken place at home, demonstrating a strong commitment to skills development among staff taking part.

The surveys also asked learners for the effect of their learning. Responses indicated a range of benefits and quantified the time saved:

- All students saved time from their new skills, with previously Basic users saving an average 24 minutes a day and Very Basic users saving 38 minutes.

Responses from nurses indicated they benefited most:

- Nurses saved an average 30 minutes a day, despite using the computer less than other staff
- Those 'rarely needing to ask for help' went from 36% to 94%
- Nurses feeling positive about the new IT systems grew from 30% to 74% as a result of the training.

Recommended:

- Work in partnership with VCS forums to advocate that ICT should become a core competency in recruitment of new staff.

6.13 ECDL – London Regional projects

From ChangeUp proposals submitted to GOL we know that 2 sub-regions and 8 boroughs support the development of ICT skills and training packages for the VCS (See Table 1, Chapter 5).

³⁶ Connecting for Health: Health Informatics Programme Basic IT Skills Programme (ECDL) NHS Survey Results; NHS, May 2005

At a regional-level, the strategy envisages taking a more strategic and policy orientated view of upskilling London's VCS – this is a need not currently being met and is a role that could be taken up by a dedicated regional worker.

At a regional level, we also believe ICT should be recognised as a core competency and included in proficiency tests during staff recruitment. This would require development of an assessment framework for testing this.

We know of one sub-Regional ECDL project funded specifically to capacity build the ICT skills of VCS staff. This was an LSC funded project delivered by Superhighways across the boroughs of south London. Surveys concluded that VCS staff and their organisations benefited greatly from increased skills levels.

Otherwise, the picture for co-ordinated ICT training across the VCS is fairly patchy. Anecdotal evidence also suggests that where ICT training is offered to VCS staff it has either been piecemeal or tended to be informal rather than structured as part of a national skills framework.

Our proposal:

- Assess the viability of a pilot project exploring the introduction of a London ECDL project.

6.14 Net:Gain

Funded by Capacitybuilders, Net:gain is a professional development programme that helps leaders of VCO take control of strategic planning and apply it to technology. Net:gain's service is offered through 35 UK online centres nationally, with 2 centres in London. Net:gain is primarily intended for those guiding the strategic direction of an organisation - Chief Executives, Trustees or high level Managers.

Recommended:

- Work in partnership with Net:gain to signpost its services to London's VCS, co-ordinate resources and reduce duplication with other ICT support.

6.15 SKILD (Skills and Knowledge for Local Development)

Funded by the Workforce Development hub, SKILD is a NAVCA led training programme for development workers based in local infrastructure organisations across England.

Lasa's national Circuit Rider development project (part of its ICT Hub work) has been looking to increase the value of generic development work by introducing basic ICT skills into the SKILD framework. At this early stage of discussions with SKILD, we envisage keeping a watching brief and working to keep influence the SKILD agenda.

Recommended:

- Monitor work on-going by Lasa's national Circuit Rider project to influence the SKILD framework, and report developments to London's VCS as they occur.

6.16 NIACE

NIACE (The National Institute of Adult Continuing Education) has also been investing in researching models of delivering online or e-learning in the VCS through its E-Guides project. NIACE also represents a potential source of seed funding for such a pilot project.

The London ICT Champion and ICT Sub Group will assess the viability of a pilot project exploring the introduction of a London ECDL project to increase the skills and capacity of VCS staff, enabling London VCO to deliver better services on behalf of their stakeholders.

Recommended:

- Explore potential e-learning partnerships with NIACE and signpost its services to London's VCS.

6.17 Building consensus for the London ICT strategy

Building consensus between sub-regional and borough ChangeUp partnerships in developing plans for VCS ICT infrastructure will increase co-ordination, increase the provision of ICT support to London's VCS and avoid duplication at all levels.

The London Regional ICT Champion and the ICT Sub Group are the main vehicles for building a consensus on ICT plans, and share a number of mutual roles to:

- give voice to VCS ICT issues
- develop pan-London approach to strategy and policy
- co-ordinate and build consensus for VCS ICT plans

The work of building consensus has already borne fruit, because we know that:

- 3 sub-regions and 12 boroughs supported regional/sub-regional and borough ICT support projects;
- 20 boroughs supported increasing access to other ICT support services (funding advice, good practice guides, sign-posting services);
- 2 sub-regions and 8 boroughs supported the development of ICT skills and training packages for the VCS;

Although there is widespread support at sub-regional and borough-level, more needs to be done to build greater consensus for ICT support services to London's VCS.

Work to bring other sub-regional and borough ChangeUp partnerships into consensus about developing VCS ICT infrastructure will occur through the London ICT Champion and ICT Sub Group.

6.18 Co-ordination of bids to funding streams

The over-arching objective of this strategy is to provide coherence to the development of VCS ICT infrastructure up to 2014.

Doing this will require creating links between the London ICT Champion and ICT Sub Group with ChangeUp partnerships at every level to ensure co-ordination and maximum impact on ICT support services delivered to the VCS.

Success will be defined as achieving consensus amongst stakeholders for the strategy, followed by the support of funders for the objectives and actions set out in Chapter 10.

Recommended:

- Funding bids to fill gaps in provision co-ordinated through the ICT Sub group.

7 EQUALITIES IN ICT

Equalities issues are addressed and embedded throughout this strategy, bringing together specific ideas for ensuring that the benefits of ChangeUp reach communities that are marginalised due to age, ethnic origin, disability, faith, gender, refugee status or sexual orientation.

The strategy supports the development of specialist equalities infrastructure to support front-line VCO with targeted services to specific communities and to provide an authentic and authoritative voice.

8 MONITORING & REVIEW

This strategy will be subject to independent monitoring and a review of aims, objectives, recommendations, targets, outcomes and milestones between now and 2014. The ICT Sub Group of the ChangeUp London Regional Consortium will hold annual reviews of the strategy to generate evidence on how far ChangeUp activity leads to improvements in VCS ICT infrastructure and capacity building support.

9 CONSULTATION

The London ICT Strategy was developed by the London Regional ICT Champion in partnership with the ICT Sub Group of the ChangeUp London Regional Consortium. The ICT Sub Group (see Annex B for current membership) represents a diverse cross-section of sub-regional and borough ChangeUp partnerships, the statutory sector, and equalities networks.

The London ICT Strategy also draws upon ICT priorities identified by sub-regional and borough ChangeUp partnerships, as in Chapter 4, Table 1.

10 ACTION PLAN 2006/08 to 2008/11



This final chapter presents an action plan based on the strategy's recommendations – as prioritised by the London ChangeUp ICT Sub Group.

Note that 2006/08 is the period of funding for the current London ICT Champion project and 2008/11 the next phase of ChangeUp.

The Action Plan is intended to be a tool that will enable the ChangeUp ICT Sub Group to monitor and report progress to stakeholders.

The 5 objectives presented here represent our aims over the life of ChangeUp funding and have been prioritised into things we can do now (2006/08) and longer term (2008/11). The action points describe what we need to do get there and are time linked.

We recognise that ICT is one of many competing priorities for funders – and throughout we've made the case that investment in ICT support directly benefits frontline delivery organisations to better meet the goals of their stakeholders.

ICT Sub Group – Priorities 2006/08 to 2008/11

The following priorities have been agreed by the ICT sub Group

| Priorities 2006/08 to 20011 | |
|-----------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2006/08 | <ul style="list-style-type: none"> • Publication of London ICT Strategy • Promote ICT as a priority theme to stakeholders and influence ChangeUp agenda • Event showcasing best of London ICT projects to funders and other stakeholders • Gain consensus for Circuit Riding as a model of ICT support and development of a London model of co-ordinated regional/sub-regional/borough Circuit Riding. • Develop a set of standards for the London Circuit Rider community • Monitor progress of Superhighways pilot social enterprise project • Work towards securing continuation funding for the London Regional ICT Champion beyond 2008. • Work towards securing continuation funding for the ICT Sub Group beyond March 2008. • Work towards developing Circuit Rider projects supporting non CVS networks. • Work towards developing a pilot Circuit Rider project dedicated to the ICT needs of small organisation • Promote and signpost ICT resources to help build ICT capacity of London VCO • ICT Champion project continues to promote and raise awareness of benefits of accessible computing to VCO. • Promote the potential value of ICT volunteering to help VCO build their capacity. • Promote open source solutions and recycling projects to the sector where appropriate. • Work in partnership with London Connects to promote the VCS to statutory sector stakeholders • Work in partnership with Net:gain to signpost its services to London's VCS, co-ordinate resources and reduce duplication with other ICT support. • Explore potential e-learning partnerships with NIACE and signpost its services to London's VCS. |
| 2008-11 | <ul style="list-style-type: none"> • Secure continuation funding for sub-regional ICT Development Workers and borough-level Circuit Riders currently in post. • Research viability of social enterprise as a model of delivering ICT support to the sector • Monitor work On-going by Lasa's national Circuit Rider project to influence the SKILD framework, and report developments to London's VCS as they occur. • Assess the viability of a pilot project exploring the introduction of a London ECDL project. • Work in partnership with VCS forums to advocate that ICT should become a core competency in recruitment of new staff. • Funding bids to fill gaps in provision co-ordinated through the ICT Sub group. |

Objective 1: Development of the Circuit Rider movement and models of ICT support

| Action | Lead | Partner agencies | Timeframe | Progress |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|---------------------------------------------|------------------|----------------------------------------------------------|
| Develop a set of standards for the London Circuit Rider community to ensure quality and standardised services are delivered to the sector; reducing duplication by production of central resources, and providing professional development and networking opportunities. | Lasa on behalf of the national ICT Hub | London ICT Champion London ICT Sub Group | 2006/08 onwards | Lasa bid for London work is under consideration by BASIS |
| Monitor progress of Superhighways pilot social enterprise project and report back to the ICT Sub Group. | ICT Champion Chair of ICT sub Group | Superhighways | 2006/08 onwards | Quarterly updates to ICT Sub Group by Chair |
| London ICT Champion project to research viability of social enterprise as a model of delivering ICT support to the sector. | Lasa | ICT Hub | 2008/11 | Lasa in discussion with potential funder. |

Objective 2: Achieving consensus on ICT infrastructure plans through development of partnerships between the ICT Champion and ChangeUp steering groups at sub-regional and borough level

| Action | Lead | Partner agencies | Timeframe | Progress |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|----------------------------------------------------------------------------------|
| Work through the London ICT Champion and ICT Sub Group to bring other sub-regional and borough ChangeUp partnerships into consensus about developing VCS ICT infrastructure. | ICT Champion ICT Sub Group | ChangeUp regional, sub-regional and borough partnerships CVS networks Other second and third tier infrastructure organisations | 2006/08 onwards | On-going process of building links, building evidence of need and lobbying. |
| To promote ICT as a priority theme to stakeholders– continue to influence. | ICT Champion | ICT Sub Group ChangeUp regional, sub-regional and borough partnerships Charitable funders CVS networks Other second and third tier infrastructure organisations | 2006/08 onwards | On-going process of building links, building evidence of need and lobbying. |
| Gain consensus for Circuit Riding as a model of ICT support and development of a London model of co-ordinated regional/sub-regional/borough Circuit Riding. | ICT Champion | ICT Sub Group ChangeUp regional, sub-regional and borough partnerships Charitable funders CVS networks Other second and third tier infrastructure organisations | 2006/08 onwards | On-going process of building links, building evidence of need and lobbying |
| Event showcasing best of London ICT projects to funders and other stakeholders. | ICT Champion | Capacity Builders London Councils London Regional Consortium ICT Sub Group Charitable funders | 2007/08 | Changeup ICT projects mapped to Google Maps. Event planned for March 2008 |

Objective 3: Establish Pan-London model of co-ordinated ICT support at regional, sub-regional and borough-level

| Action | Lead | Possible partner agencies | Timeframe | Progress |
|-----------------------------------------------------------------------------------------------------------------------|-------------------------------|--------------------------------------------------------------------------------------------------------------|------------------|------------------------------------------------------------------|
| Work towards securing continuation funding for the ICT Sub Group beyond March 2008. | ICT Sub Group ICT Champion | London Regional Consortium London Councils Capacity Builders Charitable funders | 2006/08 onwards | In discussion with funders |
| Work towards securing continuation funding for the London Regional ICT Champion beyond 2008. | ICT Sub Group ICT Champion | London Regional Consortium London Councils Capacity Builders Charitable funders | 2008/09 onwards | In discussion with funders |
| Promote and signpost ICT resources to help build ICT capacity of London VCO. | ICT Champion | ICT Hub London Circuit Riders CVS networks Other second and third tier infrastructure organizations | 2006/08 onwards | On-going through project blog, newsletters, events and workshops |
| Work towards developing and establishing Circuit Rider projects supporting non CVS networks. | ICT Champion and other LIOs | London Regional Consortium London Councils Capacity Builders Charitable funders | 2008/11 | In discussion with potential partners |
| Work towards developing a pilot Circuit Rider project dedicated to the ICT needs of small organisations. | ICT Champion | Capacity Builders London Councils Charitable funders | 2008/11 | Planned |
| Work in partnership with London Connects to promote the VCS to statutory sector stakeholders. | ICT Champion | ICT Sub Group London Connects | 2006/08 onwards | Recruited London Connects to join ICT Sub Group |
| ICT Champion project continues to promote and raise awareness of benefits of accessible computing to VCO and funders. | ICT Champion | AbilityNet ICT Hub ICT Sub Group Charitable funders | 2006/08 onwards | On-going through project blog, newsletters, events and workshops |

| Action | Lead | Possible partner agencies | Timeframe | Progress |
|-------------------------------------------------------------------------------------------------------------------------|--------------|--------------------------------------|------------------|--------------------------------------------------------|
| Promote the potential value of ICT volunteering to help VCO build their capacity. | ICT Champion | IT4Communities | 2006/08 onwards | Regular contact with IT4Communities |
| Promote open source solutions where appropriate and explore potential synergies between Circuit Riding and open source. | ICT Champion | ICT Hub National Computing Centre | 2006/08 onwards | On-going through project blog, newsletters and events. |

Objective 4: Increase provision of ICT training and skills to London's VCS

| Action | Lead | Possible partner agencies | Timeframe | Progress |
|---------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|-----------------------------------------------------|------------------|------------------------------------------|
| Work in partnership with net:gain to signpost its services to London's VCS, co-ordinate resources and reduce duplication with other ICT support. | London ICT Champion and the ICT Sub-Group | Net:gain Capacity Builders | 2006/08 onwards | Recruited Net:gain to join ICT Sub Group |
| Monitor work On-going by Lasa's national Circuit Rider project to influence the SKILD framework, and report developments to London's VCS as they occur. | ICT Champion and ICT Sub-Group | ICT Hub NAVCA - SKILD | 2006/08 onwards | Discussions started with ICT Hub |
| Work in partnership with VCS forums to advocate that ICT should become a core competency in recruitment of new staff. | London ICT Champion and ICT Sub Group | ICT Hub LVSC Learning and Skills Council | 2006/08 onwards | Ongoing |
| Assess the viability of a pilot project exploring the introduction of a London ECDL project. | ICT Champion ICT Sub Group | NHS Learning & Skills Council ICT Hub LVSC | 2008/11 | Not started |

Objective 5: Accessing funding streams at national, regional, sub-regional and borough level

| Action | Lead | Possible partner agencies | Timeframe | Progress |
|-----------------------------------------------------------------------------------------------------------------|--------------|----------------------------------|------------------|---------------------|
| Submitted funding bids to fill identified gaps in provision co-ordinated through the ICT Sub group. | ICT Champion | ICT Hub Unmet Needs fund | 2006/08 onwards | On-going |
| ICT Hub secures funding from Capacity Builders for establishment of officially mandated Regional ICT Champions. | ICT Hub | Regional VCS partners | 2007/08 | Secured for 2007/08 |

ANNEX A - Summary of ChangeUp ICT Plans (2005)

| Regional | ICT proposals for ChangeUp |
|-------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Pan-London | <ul style="list-style-type: none"> • London ICT Strategy Development • Support for new and existing Circuit Rider projects • Pan-London co-ordination of sub-regional and borough ICT projects |
| Baseline | <p>LASA 2004 survey of 29 borough CVSs:</p> <ul style="list-style-type: none"> • In 16, no ICT support service available. • Lack of strategic understanding of ICT • Lack of understanding of the full costs of ICT • Funders seldom cover ongoing ICT expenditure, which is part of core rather than project costs. • Difficulties accessing ICT advice • Difficulties accessing support for ICT |
| Analysis | <ul style="list-style-type: none"> • Effective use of ICT is crucial but many VCO experience difficulties in making the best use of the technology. Part of the problem is the cost of equipment and services. There is also a need for more support for ICT management and strategy, including use of FCR in contracts. • Lack of access to ICT is especially pronounced among some equalities groups including those supporting BMER communities, women and faiths. • The national ICT Hub will provide some support but practical help is most needed at local and sub-regional levels. <p>The London ChangeUp ICT Project identifies the main support needs as:</p> <ul style="list-style-type: none"> • ensuring that the London VCS uses ICT to its full potential and has access to appropriate support • co-ordinating ICT initiatives across London, evaluating outcomes and informing future planning and development • supporting the sustainability of ICT projects in sub-regions • building the profile of the London VCS ICT project regionally and nationally |

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| Proposals | <ul style="list-style-type: none"> • Establish and develop a London network of Circuit Riders (mobile support workers) to share and develop best practice. • Facilitate support by sub-regional ICT development workers. • Establish relationships with funders and potential partners. • Access regional funding and resources. • Ensure support reaches smaller and marginalised VCO, including telephone and hands-on help. |
| Sub-Regions | ICT proposals for ChangeUp |
| Central | <ul style="list-style-type: none"> • Provide one to one ICT support to VCO, delivered on a borough basis. • Identify models for development of social enterprise to meet support and maintenance needs of VCO once their systems are operational and an ICT development plan has been put in place on a sub-regional basis. |
| East | <ul style="list-style-type: none"> • Develop ICT support services for VCO: training on managing ICT and borough-level ICT forums. Establish Circuit Rider projects for East London VCO. • Training and skills development and ICT support for smaller VCO. |
| North | <ul style="list-style-type: none"> • Promote and extend access to ICT across the sector. • Develop a sub regional ICT strategy. • Ensure VCO have access to ICT training. • Expansion and sustainability of Circuit Riders project. • Access to specialist materials e.g. disability software. • Develop ICT volunteering programme. |
| South | <ul style="list-style-type: none"> • Support borough ICT initiatives • Support sub-regional ICT capacity building through expansion of Superhighways project • Ensure links with LASA programme of ICT activity across London. |
| West | <ul style="list-style-type: none"> • Included sub-regionally in the LASA programme of activity. |

| Borough | ICT proposals for ChangeUp |
|--------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Barking & Dagenham | <ul style="list-style-type: none"> • Develop awareness of ICT needs, knowledge of using ICT, training and development of ICT policies. • VCO to attend relevant conferences/seminars via national ICT Hub. • Link to sub-regional Circuit Rider projects. |
| Barnet | <ul style="list-style-type: none"> • Develop ICT services for VCO. • Ensure that VCO can access ICT equipment and technical support. |
| Bexley | <ul style="list-style-type: none"> • Provide website development and training for VCO. • Develop provision of IT support (including link to Circuit Riders service). |
| Brent | <ul style="list-style-type: none"> • Provide ICT support and advice. Link to sub-regional Circuit Riders project. |
| Bromley | <ul style="list-style-type: none"> • Development of South London Superhighways project (link to Circuit Riders). |
| Camden | <ul style="list-style-type: none"> • Link to regional ChangeUp funded ICT initiative. • Provide high quality ICT support and resources especially for smaller groups. • Pilot ICT project providing maintenance and supply service for VCO. • Encourage faster take up of new technology and raise awareness of its potential for VCS. |
| Croydon | <ul style="list-style-type: none"> • Assist VCO (particularly smaller VCO) to build ICT capacity. • Maintain ICT infrastructure provision and link to sub-regional funded initiative. |
| Ealing | <ul style="list-style-type: none"> • Establish local 'IT Mentor' scheme; audit of existing community IT facilities. • Provide IT training and produce 'IT Good Practice' jargon buster. |
| Enfield | <ul style="list-style-type: none"> • ICT support via regional Circuit Riders project. • Access to funding advice via Grants for All Software |
| Greenwich | <ul style="list-style-type: none"> • Improve quality of ICT support and services available to VCS. • Signpost existing ICT services. |
| Hackney | <ul style="list-style-type: none"> • Establish core programmes for ICT support & enable access to resources. • Better partnership working on ICT between infrastructure and statutory agencies. |

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| | <ul style="list-style-type: none"> • Provide ongoing centralised support on ICT support and information. |
| Hammersmith | <ul style="list-style-type: none"> • Ensure access to computers and effective support in use of ICT (e.g. deliver basic training to BME groups). • Basic support to small/emerging groups through Circuit Rider (via LASA project or if that is not available local capacity groups will develop project). • Provide ICT support through new social enterprise project in computer maintenance and trouble shooting. |
| Haringey | <ul style="list-style-type: none"> • Provide more ICT technical assistance for groups (link to sub-regional LASA project- buy additional Circuit Rider hours) |
| Harrow | <ul style="list-style-type: none"> • Extend ICT training (including re. IT policies and web design). • Ensure that VCO can access ICT information and support. • Increase number of volunteers recruited via internet and IT. New IT Volunteer Development officer post. |
| Havering | <ul style="list-style-type: none"> • Develop ICT and development services for VCS. • Use national resources/telephone helpline to enhance local ICT provision. |
| Hillingdon | <ul style="list-style-type: none"> • Secure funding for Circuit Rider post for Hillingdon |
| Hounslow | <ul style="list-style-type: none"> • Develop IT support network including Circuit Riders. • Bridge the digital divide between the VCS and statutory sector. • Seek finance for continued ICT support and training. |
| Islington | <ul style="list-style-type: none"> • Develop ICT structures by investing in VCS ICT and establishing sustainable ICT support services. • Improve access to ICT throughout the sector. • ICT training for new systems. • Link to sub-regional Circuit Rider projects. |
| Kensington | <ul style="list-style-type: none"> • Provide dedicated IT support through specialist based in one of main infrastructure organisations. |
| RB Kingston | <ul style="list-style-type: none"> • Strengthen and widen ICT support services to voluntary and community organisations across borough and ensure synergy with sub regional Superhighways programme. |

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| Lambeth | <ul style="list-style-type: none"> • Develop ICT capacity of BME groups. ChangeUp's ICT strand at local and regional level will help to provide the infrastructure to develop this. • Develop basic ICT access for small VCO combined with more sophisticated networks, websites and databases for larger VCO. |
| Lewisham | <ul style="list-style-type: none"> • ICT Programme - support VCO to obtain suitable ICT equipment and programmes; achieve a standard of minimum competencies within all organisations; enable access to effective, practical ICT support. • Link to LASA sub-regional programme. |
| Merton | <ul style="list-style-type: none"> • Increase and sustain ICT support across the VCS. • ICT local development worker to complement sub-regional ICT developments via Superhighways project • Produce support information and resources that enhances organisations' capacity to manage ICT within their own organisations |
| Newham | <ul style="list-style-type: none"> • Establish ICT helpline and provide ICT workshops. • Access to sub-regional Circuit Rider support. |
| Redbridge | <ul style="list-style-type: none"> • Access to sub-regional support provision. |
| Richmond | <ul style="list-style-type: none"> • Work with South London CVS partnership, LASA and the national Hub to improve ICT support to local groups • Promote initiatives to reduce VCS cost base • Seek support of public sector staff in developing VCS ICT strategy, including possible use of common data collection and monitoring systems • Upgrade RCVS website services including ICT Advisor post |
| Southwark | <ul style="list-style-type: none"> • Enable increased use of ICT among VCO. • Ensure ICT needs of BME and small organisations are accounted for. • Provide VCO with sign-posted access to affordable ICT support & training. |
| Sutton | <ul style="list-style-type: none"> • ICT support/training via sub-regional Superhighways project and local ICT support worker. • Develop ICT based performance management framework, piloted in Merton. |
| Tower Hamlets | <ul style="list-style-type: none"> • General ICT infrastructure development strategy. Develop shared ICT functions including IT support service. |

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|----------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | <ul style="list-style-type: none"> • Link to LASA and Circuit Riders sub-regional project. |
| Waltham Forest | <ul style="list-style-type: none"> • Establish an ICT support project based on the 'Circuit Rider' model. • Provide training for effective management and support of ICT. |
| Wandsworth | <ul style="list-style-type: none"> • Assess ICT support needs of VCO (including access to internet). • Offer technical support/ strategic advice/signposting through IT worker. • Provide rolling ICT training for small VCO. • Establish an ICT consortium group. • Link to sub-regional ICT project. |
| Westminster | <ul style="list-style-type: none"> • None |

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ANNEX D - Regional ICT Champions

| Region | Organisation | Regional Capacity | Funder |
|--------------------------|-----------------------------------|-------------------------------------------------------|------------------------|
| North East | VONNE | F/T ICT Champion | ICT Hub |
| | Cybermoor | P/T Accessibility Champion | ChangeUp |
| North West | GMCVO | F/T ICT Champion P/T Accessibility Champion | ICT Hub |
| Yorks & Humbs | Electroville | F/T ICT Champion | ICT Hub |
| | | P/T Accessibility Champion | ChangeUp |
| East Midlands | High Peak CVS | F/T ICT Champion | ICT Hub |
| | Voluntary Action Leicester | P/T Accessibility Champion | ChangeUp |
| West Midlands | Community First | F/T ICT Champion | ICT Hub |
| | Birmingham VSC | P/T Accessibility Champion | ChangeUp |
| East | Advice for Life | F/T unofficial Champion | ICT Hub |
| | Cambridge-On-Line | P/T Accessibility Champion | ChangeUp |
| South West | COSMIC | F/T ICT Champion | ICT Hub |
| | | P/T Accessibility Champion | ChangeUp |
| South East | SCIP | F/T ICT Champion | ICT Hub |
| | Slough REC and Disability Matters | P/T Accessibility Champion | ChangeUp |
| London | Lasa | F/T ICT Champion | Capacity Bldrs/ICT Hub |
| | Superhighways | P/T Accessibility Champion | ChangeUp |

APPENDIX E – Bibliography

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About the Author

Miles Maier is employed by Lasa to deliver the Capacity Builders funded London Regional VCS ICT Champion project. The London ICT Champion's mission is to develop a strategy for capacity building voluntary sector ICT in London, and to signpost ICT resources that will help voluntary and community sector organisations to exploit ICT and improve their performance.

Miles has previously worked on ICT consultancy projects and sub-regional ICT development projects.

For more information about the London ICT Champion, visit the project blog:

www.lasa.org.uk/ictchampion

About Lasa, and the ChangeUp London ICT Sub Group

Lasa provides strategic and innovative services to support the provision of expert independent advice for all, and is a delivery partner of the **ICT Hub**, a partnership of national voluntary and community organisations providing a range of services to help voluntary and community sector organisations benefit from ICT. The ICT Hub is part of the Home Office's **ChangeUp** programme for strengthening the capacity of the voluntary and community sector.

The **ICT Sub Group** was established by Government Office for London to identify and recommend to the **ChangeUp London Regional Consortium** a strategy to fill gaps in London's ICT infrastructure, enabling London's frontline group to access high quality support for their ICT. The ICT Sub Group is chaired by Hilary Garner of Kingston Voluntary Action/Superhighways Partnership.

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