



# Partnership prospectus

Our approach to partnership working  
with the voluntary and community sector,  
funders and public bodies



#Fairer Hackney  
**hackney**  
**CVS**

I am writing to thank Hackney CVS for all your support on the Bowel Cancer Project. We appreciate everything - from writing the proposal, to managing a member of staff, to the numerous meetings. Personally, I thank you for helping me to get this project to a successful end. I would never have made it without your support, given the challenges I had last year while trying to run Rise as well.

**Janet Murungi, Chair of the Community African Network**

As part of Hackney Council's VCS Strategy, we recognise that collaboration and joint working has a key role to play in meeting the challenges of both scarce resources and developing innovative solutions to some of our most intractable problems. Infrastructure organisations like Hackney CVS can play a crucial role in building capacity, developing networks across the sector and creating the partnerships needed for new pieces of work.

Through its leadership and facilitation Hackney CVS has played a key strategic role locally in creating robust, evidence-driven partnerships of local VCS organisations – supporting them to work together to tackle some of the borough's challenges around employment, health inequalities and community safety matters.

**Caroline Selman, Cabinet Member – Community Safety, Policy and the Voluntary Sector  
Ward Councillor – Woodberry Down Ward**

Our experience of working in partnership with Hackney CVS is really positive, especially the focus on developing a shared vision for the creation and implementation of projects needed to address localised issues through different partnership models available. Clear roles, boundaries and expectations are agreed and the management and support mechanisms put in place invariably lead to improved outcomes. Co-production is truly valued and encouraged which means all partners are supported to trial and develop their ideas with best practice being shared freely.

**Daniel Mussie, Director of Development, Skyway Youth Charity.  
Delivery partner on: Talentmatch, DWP Flexible Support programme.**

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# Partnership with Hackney CVS: an overview of our approach and values

Are you a...  
**commissioner**  
who wants to invest  
in a partnership of  
local VCS organisations  
to deliver services in  
partnership?

Are you a...  
**local VCS  
organisation** looking  
to secure funding but  
don't have the capacity  
to lead a partnership  
yourself?

Are you a...  
**charitable  
funder** who wants  
the Hackney voluntary  
and community sector to  
work together to deliver  
a partnership approach  
to a problem you are  
investing in?

Do you want to...  
**create your own  
partnership** and  
need help to work  
with others?

## Get in touch

If you are a commissioner or funder and want to talk to us about partnerships please contact:

**Jake Ferguson, Chief Executive Officer**  
[jake@hcv.org.uk](mailto:jake@hcv.org.uk)

If you are a local organisation and you want to engage with other organisations then please contact one of our partnership team below:

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Well Street Common neighbourhood partnership  
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**Miranda Coates – Supported Employment Network Programme Manager**  
Supported employment for disabled people  
[miranda@hcv.org.uk](mailto:miranda@hcv.org.uk)

# Introduction

Hackney CVS prides itself on its approach to partnership, whether that is working with public bodies or subcontracting local voluntary, community and social enterprise organisations (VCSE).

Working to foster a culture of collaboration is part of our approach to community empowerment and one of the key strategic objectives in our 3-year Strategic Plan – see here for more details: [hcv.org.uk/wp-content/uploads/2019/07/hcv\\_strategicplan\\_2019-2022\\_19.pdf](https://hcv.org.uk/wp-content/uploads/2019/07/hcv_strategicplan_2019-2022_19.pdf)

We are committed, as part of our strategic approach, to secure resources for the local voluntary and community sector by leading or supporting partnerships or consortia of local VCS organisations to deliver programmes which make Hackney a Fairer borough. We are keen to help the local sector develop their own partnerships. Sometimes we might lead a partnership to start with because there is a clear role to initiate joint working but then have the ambition to move to a partner-led model in the longer term (i.e. start by building the capacity of partners to work together then support one of them to be able to lead.)

In leading partnerships, we have secured over £10m in the last 10 years through a number of high profile partnerships and consortia approaches (See Appendix A for more detail about our current partnerships and consortia approaches). We also created a special purpose vehicle some years ago to help the local VCS work

together on health & social care programmes such as the One Hackney and City programme which provided resources for local VCSE organisations to help residents get the care they need. We are in the process of refreshing the special purpose vehicle (City & Hackney Together) and will be recruiting new Board members that reflect the diversity of the health and social care sector.

Where possible we co-produce any partnership approaches with the beneficiaries we are targeting and also the community organisations we are partnering with and/or the funders or commissioners who are investing in us. This is part of our approach to empower local communities to be in the lead.

At a time of scarce resources, working in partnership with others is critical in achieving the best outcomes with limited budgets.

This briefing gives charitable funders, local public sector commissioners and the local VCS organisations (our core membership) the opportunity to understand our approach to developing partnerships and consortia so that you can engage further with us.

 We have secured over £10m in the last 10 years through our partnerships and consortia.

 Our approach is to empower local communities to be in the lead.



# What is a partnership and why are they important?

By partnership we mean a collection of organisations who are working together to deliver common aims and objectives.

Creating partnerships or consortia has many benefits and they can happen for many different reasons. For instance:

- Partnerships can enable more creative responses to issues and lead to benefits such as co-locating services that mean residents can more easily access them
- Commissioners may be seeking to reduce costs by holding fewer contracts, or would like to work with a better coordinated voluntary and community sector
- There may be local competition from private-sector providers which requires the local VCS to work together to be competitive
- Partnerships can enable a range of organisations to access funding from Trusts and Foundations
- Residents can be better served by organisations working more closely together
- Smaller organisations can sometimes lack the capacity to bid for contracts, and the scale required by tenders, so are effectively excluded from bidding for contracts, when they often have the reach into, and trust of, communities that larger organisations cannot reach

**“A collection of organisations who are working together to deliver common aims and objectives.”**

Klud, Create your future



Hackney CVS defines a partnership as a range of VCS organisations (and public bodies) working together to deliver outcomes which make Hackney fairer. In some cases Hackney CVS will be the broker, managing contracts with other VCS organisations. In other cases Hackney CVS will be supporting the development of partnerships led by other VCS organisations.

For it to be a partnership there needs to be a formal agreement between partners for delivery so it's not just about networking, coming together or supporting organisations' capacity per se, it's about having a formal agreement to work together. Our networks are informal ways that organisations can work together and share experiences to influence local service provision.

**“A range of VCS organisations working together to deliver outcomes which make Hackney fairer.”**



**We work with over 1200 VCS organisations in the borough**

**We have a track record of supporting and leading successful partnerships**

## Why Hackney CVS?



Hackney CVS, as the local umbrella body for VCSE organisations in the borough, is in a unique position to create and support local partnerships of organisations.

This unique position can be described as follows:

- We have a large database of local VCS organisations active in the borough (over 1200), many of whom participate in our range of VCS networks<sup>1</sup> – these networks are effectively our provider base – although we don't like referring to the VCS as providers and prefer the term 'co-deliverers'
- We are generally trusted by the local sector to act in a transparent and open manner
- We have a track record of supporting and leading successful partnerships

- We are often in contact with local commissioners who are looking to reshape their services and need a collection of VCS organisations working together as part of their tender specification
- We sometimes make proactive approaches to funders and commissioners if we know that the local VCS has something to offer by working together
- We have a skilled and experienced team used to working and supporting organisations
- We have our ears to the ground and, through engagement with our members, often know what solutions exist to key entrenched social problems in the borough
- A local VCS organisation may have delivered a service for many years but the local commissioner wants to tender this service with a wider number of service providers which the existing contract holder is not able to coordinate

1. <https://hcv.org.uk/networks/>



Hackney Chinese community service

‘Hackney Caribbean Elderly Association have been a member of Hackney CVS for a number of years. During this time we have worked together on a number of projects designed for older people and their communities in Hackney. Hackney CVS have been a valuable resource, continuing to offer guidance, training and a range of support. We have a close partnership with Hackney CVS and have participated in the planning, design and delivery of a number of initiatives which have been of great benefit to our service users. Our staff have accessed useful support and development through Hackney CVS and we aim to sustain this valuable partnership in the foreseeable future.’

**Hazel McKenzie, Project Manager, Hackney Caribbean Elderly Association (delivery partner on Connect Hackney and Lunch Clubs programme)**

## What types of partnership exist?

Partnerships can take many different forms – from simple networks to full blown mergers and new organisations created.

For more information about VCS led partnership please visit: <https://knowhow.ncvo.org.uk/organisation/collaboration/consortia/consortium-operating-models>

There are three partnership structures we recognise locally as useful, especially in the context of health & social care transformation which requires lots of organisations to work together to tackle health inequalities and coordinate delivery at a local neighbourhood level.

Each of the following three models of contracting are designed to stimulate closer partnership delivery between those providing front line services to patients. In addition, each of the models have been delivered in a variety of environments with partnerships of primary care, secondary care, voluntary sector and in some instances private sector involvement.

- **1. The ‘Prime Provider Contract’ (Lead Provider)**
- **2. The Alliance Contractor model**
- **3. Prime Contractor (Consortium) or Hub & Spoke model**

## 1. The 'Prime Provider Contract' (Lead Provider)

The prime provider model is where a single organisation (lead organisation) takes responsibility for the day to day management of the service. In this model the prime provider contract stipulates that the main service provider must be also a service provider.

Locally the **Mental Health Wellbeing Network**, led by Mind in the City, Hackney and Waltham Forest is an example of a prime contractor model.

### The advantages of this model are:

- It increases direct control over the provision across the pathway
- Demand is managed by the prime provider
- It enables funding to move within the pathway
- It provides clear governance arrangements between the commissioner, prime contract holder and sub-contractors

### The disadvantages of this model are:

- Possible provider monopoly
- Provider organisation may not have skills in contracting and supply chain management

## The Connect Hackney Learning Network

The Connect Hackney Learning Network forms part of the evaluation framework for the Connect Hackney programme and provides a space for learning, reflection and evidence gathering for the national Ageing Better qualitative evaluation, led by the funder, The National Lottery Community Fund. The network is made up of all current Connect Hackney delivery partners, hosted and facilitated by Hackney CVS, with meetings convened on a quarterly basis.

The network enables Connect Hackney delivery partners (and stakeholders) to learn from each other, share successes and challenges and contribute to the programme evaluation and legacy. It provides a forum through which we are able to disseminate learning in real-time so that changes can be made to service delivery and benefit Hackney residents immediately, but also allows us to extract learning that we can share with wider stakeholders, such as the integrated commissioning prevention workstream, which allow us to influence other borough-wide priorities.



Connect Hackney trip to Brighton





### 3. Prime Contractor (Consortium) or Hub & Spoke model

The prime contractor model is a single contract between the commissioning organisation and a single contractor who then sub contracts to several projects to deliver specific services. The commissioning organisation remains accountable for the commissioned services through its direct relationship with the prime contractor. The prime contractor in turn holds each of the sub-contractors to account individually.

This model is based on the premise that the prime contractor manages the pathways and encourages providers to work together more effectively.

**The advantages of this model are:**

- The commissioning process is simple
- The prime contractor can manage pathways

**The disadvantages of this model are:**

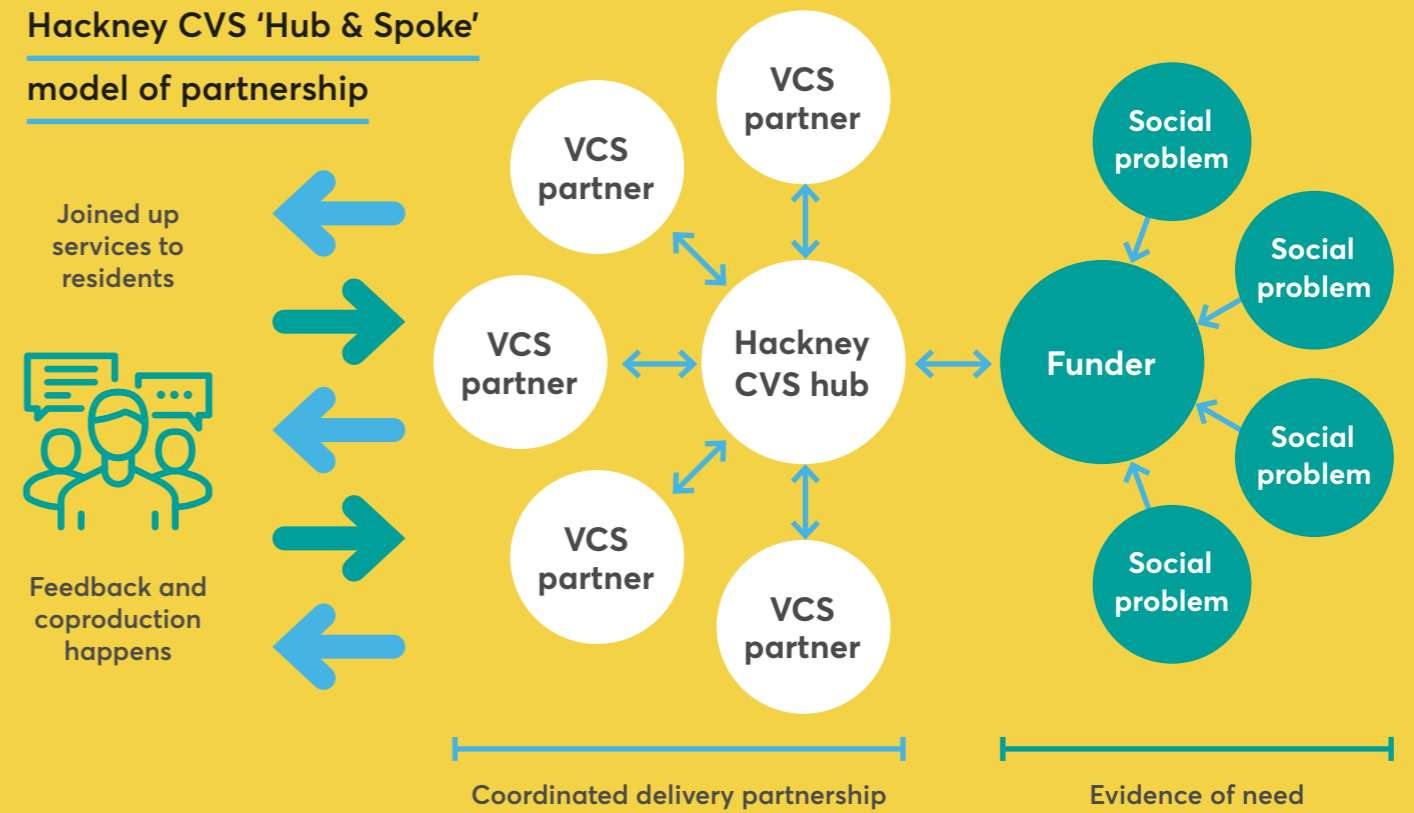
- It is a high financial and relationship risk for the prime contractor
- The prime contractor may not have sufficient skills in contracting, supply chain management and reporting

Hackney CVS tends to use this model when we lead partnerships with local VCS organisations as sub-contractors. We have lots of examples of this including Connect Hackney, Talentmatch and the Flexible Support Fund Employment Programme. The diagram opposite explains in more detail how this works practically.

When we lead a partnership or consortium, we usually use the ‘hub and spoke’ model where the core management functions of the consortium are carried out by Hackney CVS – that’s the contract management, communication with the funder, financial oversight and monitoring – with our community partners from the local VCS - the ‘subcontractors’ (or ‘spokes’) – delivering frontline services to residents through a standard sub-contracting arrangement. This means the local sector gets resources to deliver but doesn’t have the hassle of the overall contract management side of things. It also means commissioners and funders can have one conversation with the partnership as a whole.

Usually a project steering group is created which brings all the partners together to help work through any problems the partnership experiences and to monitor overall progress in meeting the agreed targets/outputs and outcomes. These steering groups meet regularly to review progress and share learning.

**Hackney CVS ‘Hub & Spoke’ model of partnership**



The hub (Hackney CVS) will meet individually with the spokes (VCS delivery partners) on a quarterly or regular basis to monitor each organisation’s delivery and to support the community partner to achieve their best. This is also an opportunity for the delivery partner to work through any challenges they face and an opportunity for Hackney CVS to provide any additional capacity building support during the lifetime of the project should the delivery partner need extra assistance. The service level agreement between the hub and spoke allows for each partner to end the relationship should things not work out but this rarely happens and is always a last resort. The SLA also describes when the partners will be paid which is ideally quarterly payments in advance, but sometimes is in arrears if it’s a payment by results approach<sup>1</sup>

In some cases we might start a partnership then support the partners to lead the consortium themselves once they have the capacity and systems in place to do so. This is particularly relevant if we are working with small organisations or where there is not an obvious lead agency in the local sector.

1. Payment by Results (PbR) is a type of public policy instrument whereby payments are contingent on the independent verification of results i.e. partners are paid based on them achieving agreed targets

# Hackney CVS's values and behaviours in supporting local partnerships

Hackney CVS has a set of values and ethics it is working to as part of its Strategic Plan 2019-2022.

Some of these are particularly relevant to our partnership approach. Intrinsic to our approach is a belief that local VCS organisations are a key part of the local economy and fabric of Hackney society, providing much-needed services to residents. In helping these organisations to deliver high quality services which meet local needs there are a number of values and behaviours which we think are important in guiding our work:

## Our values

### What we stand for

FAIRNESS and SOCIAL JUSTICE  
EQUALITY, INCLUSION and DIVERSITY

## Our behaviours

### What we will do to achieve our values

Be COMMUNITY FOCUSED and PEOPLE-LED  
Seek COLLABORATION and PARTNERSHIP  
Be ENABLING of others  
Be RESPONSIVE, INFORMED and EVIDENCE driven  
Demonstrate INTEGRITY, DIGNITY and RESPECT

No one agency or organisation can tackle Hackney's problems on their own – only by working together can we make Hackney a fairer place. A key part of what we do is to bring the VCS and public bodies together to work on common issues. To help commissioners and funders who want to invest in a range of local organisations we have a strong track record of creating delivery consortia of local VCS organisations to work in partnership around key themes – such as social isolation of older people or youth unemployment. These collaborations make better use of scarce

resources so we will lead programmes when we have the consent of local VCS organisations to be a contract broker and ensure we don't compete with the sector in doing so. In selecting organisations to be our partners we will ensure our processes are open and transparent and where possible involve beneficiaries in helping us make decisions. Whenever possible we will share the resources we secure and ensure we retain the principles of being a 'generous leader' within the sector which often means providing subsidy to organisations much smaller than us.



Hackney Chinese community service

# What makes a good or bad partnership?

There is much literature about this online but we like this table<sup>2</sup> which captures some of the key components of a good or bad partnership.

## Successful partnership

The following factors for success emerge from surveys of partnerships, and workshops of practitioners involved in creating and running partnerships:

- Agreement that a partnership is necessary
- Respect and trust between different interests
- The leadership of a respected individual or individuals
- Commitment of key interests developed through a clear and open process
- The development of a shared vision of what might be achieved
- Time to build the partnership
- Shared mandates or agendas
- The development of compatible ways of working, and flexibility
- Good communication, perhaps aided by a facilitator
- Collaborative decision-making, with a commitment to achieving consensus
- Effective organisational management

## Failed partnership

The following are characteristics of failed attempts at partnership, or warnings that something is going wrong:

- A history of conflict among key interests
- One partner manipulates or dominates
- Lack of clear purpose
- Unrealistic goals
- Differences of philosophy and ways of working
- Lack of communication
- Unequal and unacceptable balance of power and control
- Key interests missing from the partnership
- Hidden agendas
- Financial and time commitments outweigh the potential benefits

2. <http://partnerships.org.uk/AZP/part.html>

# What are our main partnership projects and programmes at Hackney CVS?

Below is a list of our current partnerships. See Appendix A for details.

## Connect Hackney

Supporting socially isolated people over 50

## Young Black Men's Strategic Programme

Improving outcomes for young black men

## Lunch clubs

Providing lunch to older residents across the borough

## Flexible Support Fund Employment Project

Helping young people into jobs

## Free Condom Project

Providing sexual health interventions to African communities

## Supported Employment Network

Bringing providers together to deliver better services to those with support needs

## Reach and Resilience

Addressing the hidden barriers that can lead to mental health or trauma amongst school aged pupils

## Well Street Neighbourhood Common Pilot

Creating a partnership made up of local residents, VCSE organisations; statutory partners working in the neighbourhood with an emphasis on Primary Care, borough wide organisations VCSE & statutory organisations delivering services in the neighbourhood

## Growing Minds (formerly Mind the Gap)

Improving the mental health of children and young people from Black, Asian, Minority Ethnic and Refugee Communities

## The Migrant Support Network (MSN)

Supports frontline organisations to deliver high quality health and wellbeing services for refugees and migrants in Hackney. We are working together to build the capacity of the 10 members, strengthening coordination on service delivery, and fundraising for joint projects

# Our decision making processes and governance

There are many things we consider when developing a new partnership or consortia approach. These considerations help us consider whether we are best placed to lead a partnership or if it's best that another charity or community organisation should be in the lead.

Here are some of the questions we ask ourselves and potential partners:

What does the funder or commissioner really want to achieve? Is it realistic? Is there enough flexibility in the approach to allow for an agile partnership to be created?

Why would a partnership approach be beneficial?

Is Hackney CVS best placed to lead? Do we have the expertise, capacity and knowledge to be a good, generous leader?

If yes, do we have the consent of the sector in doing so and are we sure that we are not competing with the local sector? If no, who is best to lead?

Are we always going to lead the partnership or can we support one of the members of the partnership to lead once they have the right relationships, systems and processes in place?

How are we involving beneficiaries in helping us shape the partnership approach?

Do we have a transparent way of choosing who should be in the partnership? Do we need an expression of interest process to select partners? What requirements will our partners and ourselves need to have in place to deliver?

Is there enough time to develop a robust partnership where everyone is clear of their roles?

What are the right terms and conditions governing the partnership?

How will we bring partners together on a regular basis?

Would a steering group make sense?

Do we have the right governance structure to oversee the partnership and provide critical challenge if needed?

How will we measure the success as a partnership? Do we need an evaluation process to help with this?

How will we manage poor performance if it happens? Can outputs from one partner be given to another if they don't achieve them?

What are the payment terms – is it quarterly in advance or payment by results or something else?

What support might partners need to be part of the delivery of the consortium? Are there IT or training needs for staff involved for instance? What do we need to do before formalising the partnership?

How will we share learning about the partnership?

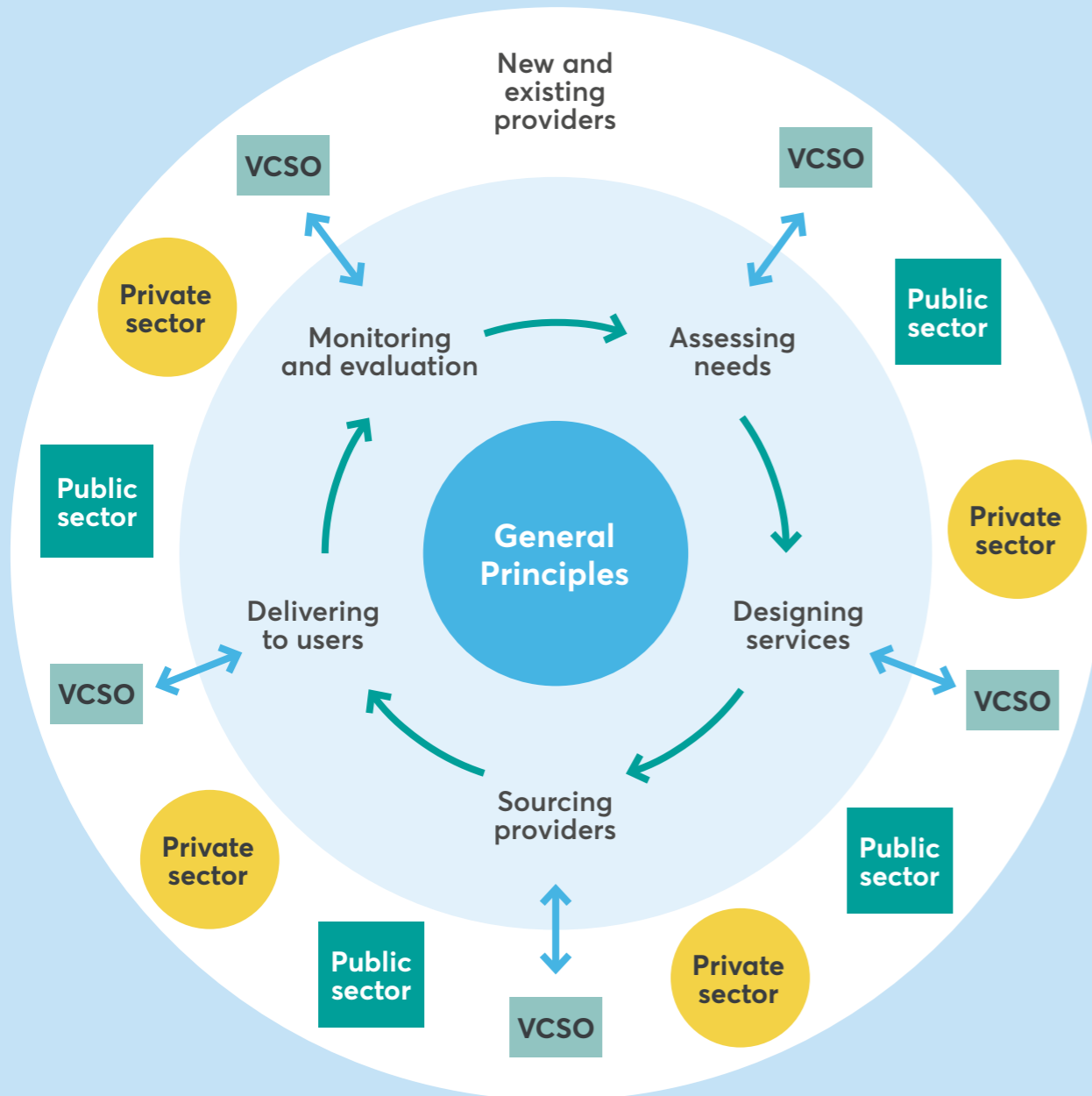
What risks will the partnership face and how will we individually and collectively manage these?

How can we make the partnership sustainable after the initial funding ends?

How will we share learning about the partnership?

We tend to use a circular process to initiate and think through partnerships but it's important to have lots of opportunities to review the progress as a consortium during its lifetime, rather than near the latter stages of the delivery programme to start to think about legacy and sustainability, i.e. what will be left at the end of the project and are there elements that could be continued if further resources we secured?

General principles



↔ Interactions with Voluntary and Community Sector Organisation (VCSOs)

Source: National Audit Office

# What to expect from Hackney CVS as a partnership lead and what do we expect from partners?

Usually when we lead a partnership we will have what are called Service Level Agreements or SLAs for short with our delivery partners which set out our expectations of our partners and also what you will get from us in return (included in the Appendices is our standard SLA for information).

In 2017 we worked with a range of other charities who were also leading partnerships to develop some core principles for working in partnership. These are as follows and effectively constitute our charter for working with others and reflect the local COMPACT<sup>3</sup> commitments about developing shared principles aimed at getting the best out of partnership working for the benefit of local people.

3. <http://www.hackney.gov.uk/media/2467/Hackney-Compact-2015-20/pdfs/Working-Together-the-Hackney-Compact-2015-2020>

## Partnership principles for lead bodies and partners

### Principle 1

#### Data management & confidentiality

Lead bodies will support capacity building to ensure that all consortium members and partners achieve best quality practices for effective impact measurement and data protection. Where possible the lead body should make the data supplied by partners available back to them. Where possible a single data entry process will be utilised to reduce the burden on partners, who may be collecting information for a number of consortia. Ideally databases and information sources will cooperate seamlessly with each other to allow for easy data gathering and collation of monitoring information. Confidentiality of client information is also important. Because of the nature of their circumstances some service users and clients may not want to provide personal data. Where possible the lead should work with partners experiencing such problems to find an acceptable solution for data capture which commissioners are comfortable with.

### Principle 2

#### Engaging with commissioners

Lead bodies will have clear lines of accountability to the commissioner and will thus lead the relationship between the consortium and commissioner. However, partners should also be facilitated to meet with the commissioner/funder at appropriate intervals so that historic relationships between the partners and the commissioner are not lost in the new partnership arrangement. The lead body should work with partners and the commissioner to find suitable times throughout the life of the project to engage all those involved in the supply chain to meet the funder/commissioner.

### Principle 3

#### Developing a cooperative culture amongst subcontractors/partners

Lead bodies will ensure that the benefits for shared learning and practice improvements are shared through bringing consortia members together to allow peer to peer learning, share good practice, develop referral pathways and opportunities for joint fundraising in addition to the contract – at least once per year but more often if possible. It may be suitable to create a provider steering group which meets regularly to review progress and provide opportunities to share learning and fill gaps.

Enjoying the Hackney CVS garden



### Principle 4

#### Capacity building support to providers/subcontractors

As accountable bodies to the commissioners, the lead bodies should ensure quality and good practice including ensuring that the policy framework and practices of all partners meets agreed standards. To ensure this, lead bodies have a key role to support partners to develop best practices through capacity building. During the lifetime of the project some partners, particularly those that are small, may need additional help such as setting up new finance systems, training staff or developing new policies and procedures. Where capacity allows, the lead body should provide support or direct organisations to appropriate support available. Ideally the lead body will budget for such costs when tendering for contracts or grant opportunities.

### Principle 5

#### Financial share of the budget

Partnerships and consortia should seek to provide a fair distribution of resources based on the needs of the tender. It's important that organisations who lead do not take the lion's share of resources unless they are the only ones that can provide a particular service. In the run up to the submission of the tender the lead should be transparent about the resources they are taking from the budget and explain why. Clear governance arrangements between consortium members and the lead agency should be in place, particularly as this relates to the apportioned costs for delivery. Governance arrangement should be clear about the role and responsibility of each partner, including clear statements of any conflicts of interest as well as how any conflict of interests will be resolved. For example: where lead agencies apportion work as well as deliver it.

### Principle 6

#### Being proportionate

It is recognised that contracts will require different monitoring and evaluation frameworks to gather information about the impact of investment and different levels of risk. However it is important that the lead body follows the principles of the compact in ensuring monitoring and reporting requirements and risk assessments will be based on the size of the contract or grant awarded. In essence the lead should minimise where possible the amount of monitoring and risk passed onto partners.

### Principle 7

#### In contract flexibility

Some contracts require payment by results or payment by activity. The former payment methods make it harder for smaller organisations to deliver as they often do not have resources to fall back on. In such cases the lead should seek, where possible, to make funding available by paying partners who may struggle, up front resources based on a mutually agreed initial timescale – ideally paying partners in advance for planned activities for a set period before they can manage without it.

### Principle 8

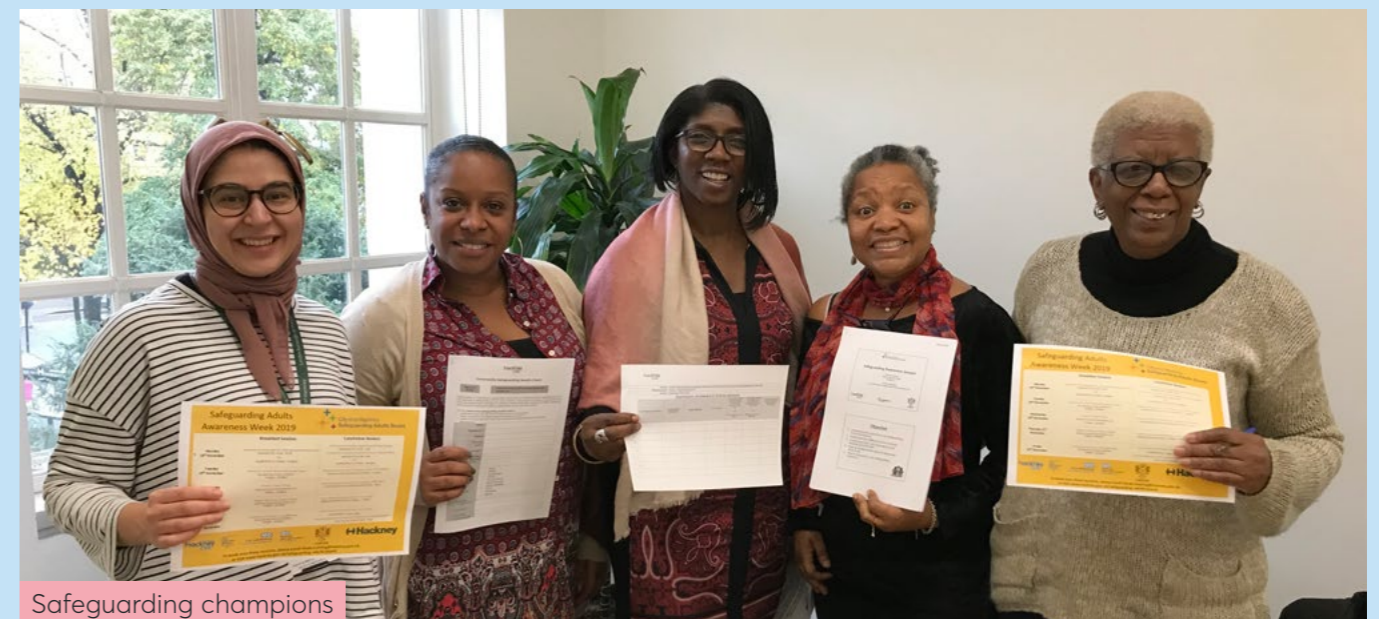
#### Reapportioning outputs

During the life cycle of a contract some partners may fall behind with delivery. In these instances the lead body should identify alternative partners from within the existing partnership to re-profile the outputs in an open and transparent way.

### Principle 9

#### Tendering process

The lead bodies should invite potential providers to submit information that will allow them to decide who is best placed to be part of a consortium. This process is often best done through an Expression of Interest form which gathers information about the provider and their potential to deliver parts of the commissioning specification. This process should be undertaken in a transparent way so that relevant providers have clarity about what is available and can respond in a timely fashion (ideally there should be at least 4 weeks for EOIs to be submitted unless the commissioning opportunity does not allow time for this.) Clarity should also be provided as to the role of the lead body, especially if they plan to deliver aspects of the tender or funding opportunity as opposed to simply lead the consortium as a contract broker. There should also be clarity about what services are required and what funding is available.



Safeguarding champions



### Principle 10

#### Celebrating success

Demonstrating the value of partnership approaches and the difference that such approaches make for service users is really important. Where possible the lead body and partners should seek to promote their successes to key commissioners and decision makers to raise the profile of the value of the VCS working in this way – using case studies and impact measures where relevant. It is also important that the role of subcontractors is highlighted not just the role of the lead body.

### Principle 11

#### Fundraising support

Contracts are generally issued for a set period and there are not always opportunities to extend the funding that is available. The lead body and partners should commit to work together to find alternative sources of funding as part of the exit strategy – drawing down funding from trusts and foundations or using the success of approaches to influence mainstream commissioning approaches in the future.

### Principle 12

#### Dispute resolution

Lead bodies should always include dispute resolution clauses in service level agreements. Ideally issues will be raised by subcontractors or lead bodies that allows for disputes to be resolved amicably and respectfully without the need for formal or legal measures. Where disputes cannot be resolved then involving an external mediator should be considered.

# Our track record and team expertise

We have an experienced team at Hackney CVS that have worked for many years to develop our track record of successful partnership delivery. Not everyone at Hackney CVS is involved but here are the people you are likely to come across as involved. We also have a specific Trustee who champions our partnership work at Board level (Jack Griffin).

## Team members and their experience

### Jake Ferguson – Chief Executive Officer

18 years working at Hackney CVS and part of many different strategic and influencing structures in the borough such as the Integrated Commissioning Board and Community Strategy Leadership Group chaired by Mayor, Phillip Glanville. Also chairs London CVS Directors Network. He is responsible for signing off on all Hackney CVS led partnerships and fundraising applications. Leads the Young Black Men work with Hackney Council. He is also available to help resolve any disputes and works to influence commissioners so that they see the value of the role that local VCSE organisations can play.

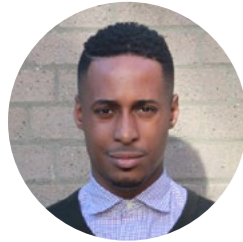


### Jackie Brett – Director of Programmes and VCS Strategy

Jackie has worked in health and social care for over 25 years, including delivery and partnership roles in the statutory sector as well as the voluntary sector. Jackie has been at Hackney CVS for 10 years, coordinating networks and overseeing collaborative delivery partnerships, including ones working with migrant and refugee organisations. Jackie has a degree in social policy; certificate in management (CMI) and is currently on the King's Fund Institute Cascading Leadership programme and studying person centred services system thinking and people centred services at Kingston University.

### Mark Boisson – Director of Finance and Resources

Mark joined Hackney CVS in December 2014 as its Finance Director and leads on all aspects of finance including that of our trading subsidiary, City and Hackney Together. Mark is an experienced accountant and has previously worked at a senior level in a number of not-for-profit and other sectors, most recently in education.



### Tony Wong – Connect Hackney Programme Director

Joined Hackney CVS in 2018, and has over 10 years experience of working within the third sector, leading as well as contract managing a range of projects, ensuring successful delivery against agreed targets, and outcomes. He leads on our work tackling loneliness and isolation amongst Hackney residents aged 50 and over, through our Lottery funded Connect Hackney programme, and the Lunch Club contract we hold through Hackney Council.

### Kristine Wellington – Head of Safeguarding, Children & Families

One could say Kristine walks the talk about partnership work. She is guided by the principal that ‘together everyone achieves more.’ Kristine has over 20 years experience of supporting the sector. As part of her partnership work, Kristine collaborates with relevant networks and contacts to strengthen the VCS skills and capability to influence change and strengthen the sector. She has been a Superoutcomes National Champion for the Charities Evaluation Service and is a Trusted Charity Mentor (PQASSO) for NCVO.



Kristine is an approved trainer for both the local safeguarding teams, the City and Hackney Adult and Children’s partnership. She works on a partnership with Family Action which brings together small and large organisations that address children’s mental health in African and Caribbean heritage communities. Kristine works alongside cross-borough colleagues to create fairer outcomes in education for communities affected by poverty and inequality.



### Saqib Deshmukh – Head of Youth Programmes

Saqib is an JNC qualified youth worker/manager with 20 years experience on the frontline in different parts of the country. He is responsible for the youth leadership and employment programmes at Hackney CVS. Saqib is also a NVQ assessor and has a background of working with young men, arts/heritage and in policy and campaigning work.

### Katie Barton – Neighbourhoods Voluntary Sector Programme Manager

Katie is your main point of contact to find out more about the Well Street Common Neighbourhood pilot, and is tasked with bringing everyone together in a series of events and meetings to work together to decide how we will work in partnership.



### Rosie Oglesby – Migrant Support Network Development Coordinator

Experience in running charities, networks and projects, including a national food poverty network, and securing and managing consortium funding bids. Responsible for coordinating and supporting the Migrant Support Network, which brings together community partners to deliver health and wellbeing services for refugees and migrants in Hackney.

### Jack Griffin – Trustee Partnership Champion

Jack is a chartered accountant and currently works for a charitable healthcare provider in London where he leads on commercial projects, strategy, pricing and costing, contracting and capital projects.

As a Trustee Champion Jack ensures we regularly review our partnership delivery approach to ensure it meets our strategic objectives and values as an organisation.



### Miranda Coates – Supported Employment Network Programme Manager

As Programme Manager for the Supported Employment Network, Miranda works to strengthen local providers of Supported Employment services in Hackney and the City. Since disabled people face many barriers, in both finding and keeping employment of their choice, it is important to have a range of high quality support available.

Miranda has varied experience across the voluntary and community sector including previously as a Trustee of rehab projects in Islington, as a Governor of a Barnet secondary school, and as Vice-Chair of East Living (the social care arm of a Stratford-based RSL). Currently she is Grants Committee Chair of Cloudesley (a 500 year-old Islington charitable foundation).

# Appendix A

## Hackney CVS's

### current list of delivery

### partnerships

## Connect Hackney

### Project summary:

Connect Hackney aims to improve the wellbeing of Hackney residents aged 50 and over by reducing or preventing loneliness and isolation. The £5.8m six-year programme (2015–2021) is one of 14 programmes across England funded by The National Lottery Community Fund's Fulfilling Lives, Ageing Better programme. We are working with the diverse communities of Hackney and our partners to understand the different things that can help over 50s stay connected and active in ways that suit them.

### Agreed project outputs & outcomes:

#### Outcome 1

Increased numbers of older people who are socially isolated, engage in meaningful and enjoyable activities which result in new friendships, sustained networks, improved resourcefulness, more confidence and thus, ultimately, a better quality of life.

#### Outcome 2

Increased numbers of older people who are at risk of social isolation, engage in meaningful and enjoyable activities which result in new friendships, sustained networks, improved resourcefulness, more confidence and thus, ultimately, a better quality of life.



Connect Hackney Diversity event

#### Outcome 3

Embed an asset model towards ageing and older people, where the latter are more actively engaged in the community and valued for the contributions they make.

#### Outcome 4

Increased direct involvement of older people as they age in shaping policy and holding key stakeholders to account, leading to stronger partnerships and more effective, better coordinated delivery which reduces social isolation.

### Partners include:

Core Clapton; Duckie Ltd; Friends of Woodberry Down; Immediate Theatre; Mind CHWF; Shoreditch Trust; Groundwork London; MRS Independent Living; Newham NDP; Peter Bedford HA; St Marys Secret Garden; Action on Hearing Loss (partnered with deafPLUS); City and Hackney Carers Centre; Hackney Cooperative Developments; Connect Hackney Senior Media Group; Anchor Hanover; HCT Group; Core Art, Hackney Chinese Community Services, Latin American Women's Aid, Turkish Cypriot Cultural Association, Coffee Afrik Somali Elders Project, African Health Policy Network Santé Sage.

### Funder:

The National Lottery Community Fund

### End date:

31 March 2021

### Project lead:

Tony Wong, Connect Hackney Programme Director

### Strategic objective:

1, 2 and 3

## Young Black Men's Strategic Programme

### Project summary:

We are working with young black men, Hackney Council, the VCS and local public sector partners over the next 10 years to ensure young black men have the same outcomes as their non-black peers. The Improving Outcomes for Young Black Men Programme is an ambitious programme to tackle inequalities for black boys and young black men. We are moving into our third full year of a ten year partnership programme. Having agreed a theory of change in December 2015, the first two years focused on establishing the building blocks for a longer term programme, and activities continued to build commitment across partners and test effective practice. The programme also developed the key enablers which are needed for the programme to be successful. At the heart of the programme are a group of Inspirational Leaders, a group of young black men, who have been trained by Hackney CVS as community leaders to engage and inspire other young black men, and who help co-produce solutions. We now have a far better idea of the issues that are driving inequalities for young black men and of what solutions are needed. Hackney CVS has also been part of the officer group driving forward system change within the public sector and developing new approaches to engage and empower local young people and their families. We are looking to secure investment from the Lottery to develop the community infrastructure to support young people and communities as well as resource local community organisations to deliver activities and be supported by capacity building.

### Agreed project outputs & outcomes:

A theory of change has been adopted to help partners respond to their shared long term ambitions. In responding to the drivers of inequality we need to understand what changes are needed within: individuals and the community; institutions; wider society. We collectively need to take a whole systems approach and expect recommendations to include changes which are universal - bringing about changes for everyone; making an offer or service more inclusive; and targeted to address a specific cohort by ethnicity, gender, age, socio-economic group or an intersection of these.

### Partners include:

Young Black Men, Hackney Council, Police, JCP+, Learning Trust and Schools, VCS Community partners

### Funder:

Large funding proposal being developed.  
Development Grant from NLCF

### End date:

Ongoing for next 10 years

### Strategic objective:

1, 2 and 3

### Project lead:

Jake Ferguson, CEO

## Supported Employment Network

### Project summary:

Hackney CVS established the Supported Employment Network to bring together organisations and agencies that help people with support needs to find work. The network feeds into the Prevention workstream of the Integrated Commissioning structures as supported employment is one of the big ticket items i.e. it's a key priority for City & Hackney. The specific aims of the network include:

- Disabled people have a choice of career opportunities and sustainable jobs
- Clarity of offer – there is clear offer of support for service users and employers which meets their needs
- Partnership working and a seamless service – all services referring to each other as appropriate

### Agreed project outputs & outcomes:

- Accreditation
- Employer Engagement
- Communications Strategy
- Attract more funding to deliver new services
- A digital passport

### Partners include:

VCS organisations, Hackney Works; Homerton Improving Access to Psychological Therapies (IAPT); Public Health, CCG, JCP+

### Funder:

CCG (Prevention Workstream)

### End date:

April 2020

### Project lead:

Miranda Coates, Supported Employment Network Programme Manager

### Strategic objective:

1, 2 and 3

## Lunch clubs

### Project summary:

Hackney CVS leads the boroughs lunch club service. There are 14 Lunch Clubs in Hackney serving diverse ethnic communities, which aim to decrease social isolation and promote the Health and Wellbeing of older people living in Hackney. Hackney CVS provides ongoing organisational development support to the lunch clubs with the aim of having as many as possible become self-sustaining.

### Agreed project outputs & outcomes:

All lunch clubs hope to achieve outcomes that improve health and wellbeing:

- Reduction of older people becoming isolated and socially excluded and therefore delay or prevent people escalating to higher levels of need
- Individuals are empowered to influence the design and delivery of the service they receive
- Individuals quality of life, health and wellbeing improves as a result of the lunch clubs service
- Lunch club services are accessible to disadvantaged groups including people from Black and Minority Ethnic (BAME) communities
- Individuals receive a service that maintains their personal dignity

### Partners include:

An Viet Foundation; Chatsworth Road Methodist Church; Hackney Caribbean Elderly Organisation; Hackney Chinese Community Service; Hackney Cypriot Association; Halkevi; Holly Street Lunch club; Nightingale Lunch club ;North London Muslim Community Centre; Salvation Army Cambridge Heath; Salvation Army Hoxton; Centre 151 (formerly VLC) ; Woodberry Down – Lunch up; Hotline Meals Service

### Funder:

LB Hackney

### End date:

November 2021

### Project lead:

Suj Ahmed, Development Coordinator Lunch Clubs

### Strategic objective:

1, 2 and 3



## Reach and Resilience Programme

### Project summary:

Hackney CVS, local VCS organisations and members of the CAMHS Alliance are working together to address the hidden barriers that can lead to mental health or trauma amongst school aged pupils. Emotional health and wellbeing disproportionately affects children and young people from BAMER communities. At present far too many children and young people access clinical support late. There is a long waiting list for diagnosis; there is a lack of awareness about non clinical approaches such as mindfulness and lack of conversations about emotional health and wellbeing approaches that can better equip parents. In Hackney the CCG supports the Orthodox Jewish Community, Turkish and Kurdish speaking and African and Caribbean heritage parents to increase their understanding of children's mental health. Hackney CVS has created the Community In-Reach Approach. The idea is that more public sector teams can reach and teach communities about emotional health in community settings. Trusted community organisations provide a gateway to public sector support. By providing support in community settings, taboos and barriers are often broken. Hackney CVS attends policy meetings about Adverse Childhood Experiences, provides a community perspective to the Parenting Steering Group and represents the VCS parents' perspective particularly the African heritage community at social policy level. We also work with WAMHS, the Workforce Awareness of Mental Health in Schools project to raise the profile of the VCS that support children and young people affected by emotional health. This contributes a parent's perspective to the Young Black Men's workstream.

### Agreed project outputs & outcomes:

#### Outputs

- Attend and educate policy makers to understand hidden barriers and ways to engage the VCS
- Co-ordinate training for the 4 day Non Violence Resistance training taster session
- Support Community organisations to run their own 12 week support group starting with a taster session
- 24 members of the workforce trained and 10 facilitators selected for level 2
- Co-ordinate awareness sessions for the community
- Ensure VCS groups record and report results

#### Outcomes

- More policy makers understand barriers for BAMER parents and value the role of frontline VCS
- Greater participation in mental health amongst disadvantaged communities, particularly amongst African heritage communities
- Parents have increased their skills and knowledge to apply the tools at home
- More community groups know how to meet fund givers requirements and report results

### Partners include:

East London Foundation Trust, Homerton University Hospital, Father to Father, Koach parenting, Black Parent Community Forum, African Community School

### Funder:

CCG

### End date:

March 2020

### Project lead:

Kristine Wellington, Head of Safeguarding, Children & Families

### Strategic objective:

1, 2 and 3

## Free Condom Project

### Project summary:

This project is all about improving access to condoms to reduce sexually transmitted disease. Local African community organisations (through the Community African Network) are paid by activity to promote safer sex and overcome cultural resistance to condoms.

### Agreed project outputs & outcomes:

Agreed project outputs & outcomes: 650 new condom registrations per annum; 350 repeat encounters

### Partners include:

Community African Network

### Funder:

LB Hackney Public Health

### End date:

March 2020

### Project lead:

Jackie Brett, Director of Programmes & VCS Strategy

### Strategic objective:

1, 2 and 3



Well Street



Well Street

## Well Street Common Neighbourhood Partnership

### Project summary:

A new VCSE led pilot that is modelled on the People Keeping Well Partnership trialled in Sheffield. It is prioritising tackling the socioeconomic determinants of health. We will support the formation of the Well Street Common partnership, made up of local residents, VCSE organisations; statutory partners working in the neighbourhood with an emphasis on Primary Care, borough wide organisations and VCSE & statutory organisations delivering services in the neighbourhood.

### Agreed project outputs & outcomes:

Will include focussing on developing: local priorities for Well Street Common Neighbourhood; governance arrangements including the establishment of a process to select a local lead VCSE organisation and agree the role of that lead organisation; training and delivery plans that support joint working between VCSE organisations and pro-active and preventative interventions developed with local residents. Provides capacity building support to local organisations.

### Partners include:

Voluntary & Community Sector Transformation Leadership Group (VCS Reps), CCG, GP Networks/ Clinical Leads, GP Confederation, local VCS in neighbourhood

### Funder:

CCG

### Project lead:

Katie Barton, Neighbourhoods Development Manager

### End date:

The pilot is for one year with the long term aim to create a structure for neighbourhood teams across sectors that support people, maximising the use of community / resident-led action.

### Strategic objective:

1, 2 and 3

## DWP - Flexible Support Fund Employment Project

### Project summary:

Supporting Hackney BAME young people age 18-30 in receipt of out of work benefit into employment.

### Agreed project outputs & outcomes:

To engage with 75 BAME young people age 18-30; at least 75% should be young black men. 60 young people complete a progression and 36 young people enter employment of more than 16 hours per week

### Partners include:

Skyway, Immediate Theatre

### Funder:

DWP via Hackney Council

### End date:

28 February 2020

### Project lead:

Saqib Deshmukh, Head of Youth Programmes

### Strategic objective:

1 and 2



Kome Owusu, African Community School

## Growing Minds (formerly 'Mind the Gap')

### Project summary:

Growing Minds/Mind the Gap is a three year project, delivered by Family Action in partnership with Hackney CVS, which aims to improve the mental health of children and young people from Black, Asian, Minority Ethnic and Refugee Communities (BAMER) in Hackney (the local CCG data indicates that there is a need to reach the African and Caribbean and Turkish and Kurdish speaking communities – to be agreed with Integrated Commissioning). The project will provide clinical support alongside other mental health and wellbeing support within community settings. The project will focus on two key transition points in children and young people's lives; the transition from primary to secondary school, and the transition from child to adult mental health services.

### Agreed project outputs & outcomes:

Growing Minds' target demographic is children and young people aged 9-25 from African and Caribbean Heritage (ACH) communities, focusing on two key transition points in their lives; primary to secondary school and childhood to adult.

Over the course of the 3 year project we expect to benefit 806 additional children and young people, including:

- 330 children and young people through therapeutic services in trusted settings
- 200 through Mental Health First Aid 'Train the Trainer'
- 276 through wellbeing and resilience programmes

The project will also benefit 471 parents as the first educators of their children, who have insight into how services might better meet the needs of their children and families, including:

- 131 parents through Non-Violent Resistance Training (NVRT)
- 120 through Mental Health First Aid 'Train the Trainer'
- 160 thorough engagement in schools
- 60 through Contextual Safeguarding training

Furthermore the project will benefit 70 professionals through Contextual Safeguarding training.

### Partners include:

Family Action (OffCentre), Hackney CVS, African Community School, Father to Father

### Funder:

Dept. of Health and CCG

### End date:

Sept 2022

### Project lead:

Kristine Wellington, Head of Safeguarding, Children & Families

### Strategic objective:

2 and 3

## Migrant Support Network

### Project summary:

The Migrant Support Network (MSN) is a new initiative hosted by Hackney CVS to support frontline organisations deliver high quality health and wellbeing services for refugees and migrants in Hackney. The network will work with a group of 10 community organisations who are taking a leadership role on supporting refugees and migrants in Hackney. We will work together to build the capacity of members, strengthen coordination on service delivery, and fundraise for joint projects.

### Agreed project outputs & outcomes:

#### Outcomes:

- Improved integration and coordination across the numerous existing migrant organisations in City & Hackney to provide a more consistent and joined up range of services
- Improved knowledge among primary care health professionals of the services available to migrants in the borough
- Improved knowledge among migrant communities of their entitlements to NHS services
- Creation of a bidding framework to support the sustainability of the network and winning larger grants and contracts

#### Outputs:

- At least 8 organisations participating, with at least 4 migrant communities represented
- Minimum of 6 capacity building training sessions to be facilitated by Hackney CVS
- 80% of members to attend 100% of available training courses
- All members working towards achieving Trusted Charity quality mark
- Production of business plan and fundraising strategy to ensure the network has a sustainable and diversified income stream
- Evidence that MSN is competing for public sector grants relating to the health of migrant populations.

### Partners include:

TBC (applications for membership are currently open)

### Funder:

CCG

### End date:

Currently funded to May 2020, but we aim to secure funding to sustain the network beyond this

### Project lead:

Rosie Oglesby, Migrant Support Network Development Coordinator

### Strategic objective:

1 and 2



Hackney CVS  
The Adiaha Antigha Centre  
24-30 Dalston Lane, London E8 3AZ

Switchboard: 020 7923 1962

[www.hcvs.org.uk](http://www.hcvs.org.uk)

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