



The Greater Lincolnshire

3rd Sector & Social Inclusion Strategy

InvolvingLincs

Greater Lincolnshire LEP Vision

Greater Lincolnshire’s economy is diverse and resilient, and has made and continues to make an effective contribution to the UK economy. It provides real opportunities for people to live, work, invest and visit.

Involving Lincs Vision

A responsive, sustainable, innovative and dynamic third sector, which represents and supports the community and plays a vital role in improving the quality of life of the people in Lincolnshire and contributing to the economy.

We will achieve this by...

Creating growth opportunities

Increasing sustainability

Creating resilience

Facilitating and supporting innovation

We will deliver this by...

Improving skills and knowledge

Growing new markets

Providing opportunities and removing barriers

Developing capacity

The 3rd sector will support the economy by...

Underpinning and stimulating enterprise within the social and community sector

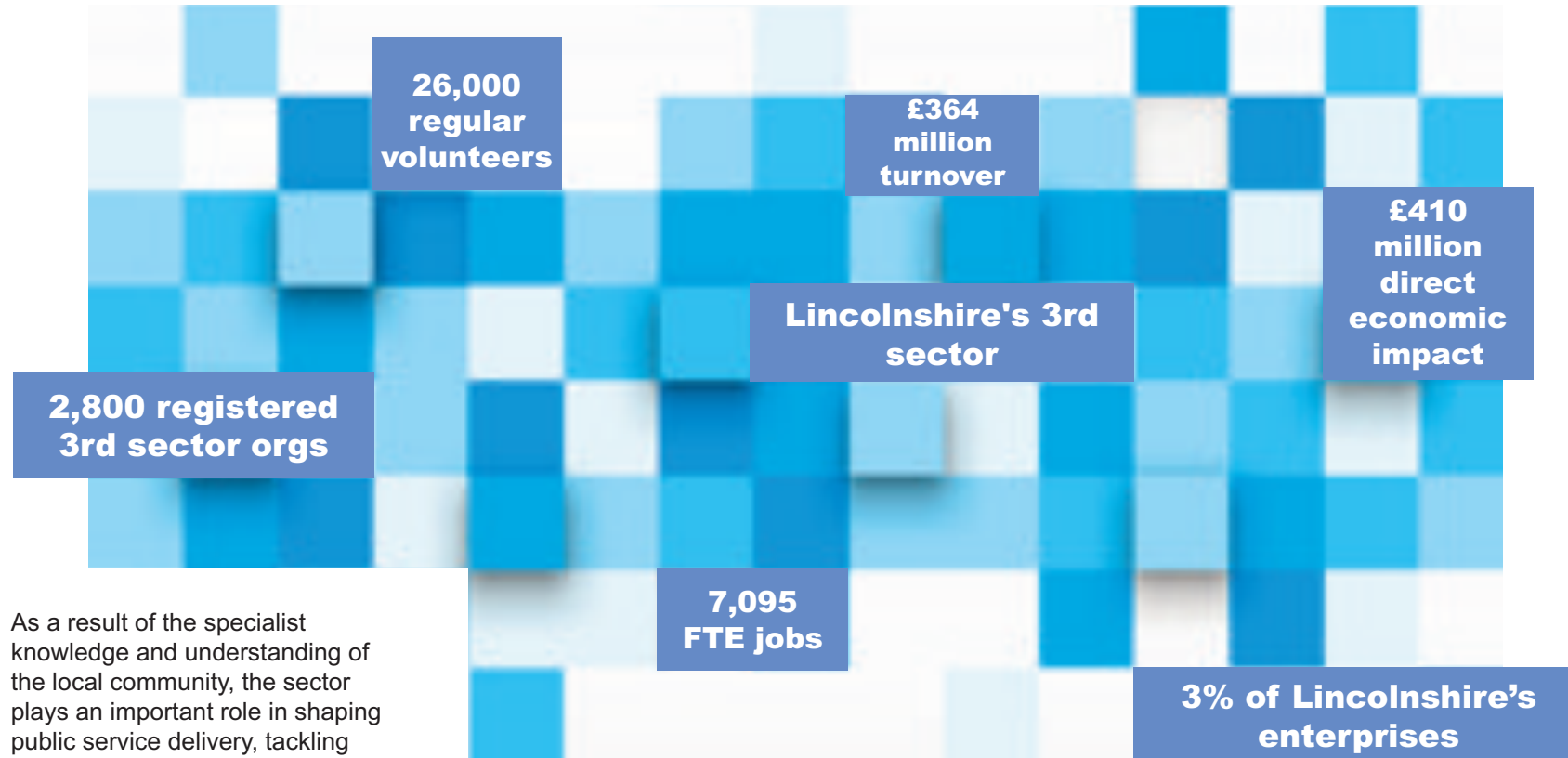
Increasing jobs and opportunities for skills development

Embedding a culture of enterprise and innovation

Supporting growth amongst the sectors SME's



The third sector is more than a sector in the usual sense of the word. It employs, among many others nurses, teachers, sports coaches, tree surgeons, vets, chefs, financial advisers, researchers and farmers. It is an important yet often misunderstood part of society, and it reaches across the economy, generating economic value in a number of ways. The third sector is made up of wide variety of voluntary, community and social enterprise organisations.



Social Inclusion

The engagement of voluntary and community sector organisations in the development of the Strategic Economic Plan is key to ensuring that specific needs of the community are met by allowing services to be developed around those needs. Due to the front-line nature of the sectors work, they are apt at providing information about the needs and priorities of the community at a grass roots level.

As a result of the specialist knowledge and understanding of the local community, the sector plays an important role in shaping public service delivery, tackling inequalities and contributing to the development of a sustainable local environment.

The importance of the sector in the development of a prosperous and cohesive community is now being recognised at both a local and national level. An example of this being the Big Society Strategy which is underpinned by the Localism Act and the Social Value Act.

Involving Lincs

Involving Lincs is a consortium of organisations working to support and develop the voluntary, community and social enterprise groups that make up the Third Sector in Lincolnshire. Involving Lincs strives to create a responsive, sustainable, innovative and dynamic third sector, which represents and supports the community and plays a vital role in improving the quality of life of the people in Lincolnshire.

* Third sector data taken from the Economic Significance of the Third Sector report conducted in 2010. Our work with the LEP will provide the opportunity to develop further research in partnership with North and North East Lincolnshire to provide an overall picture of the economic impact for Greater Lincolnshire.

How We Support The Way Greater Lincolnshire Work



By promoting and supporting a spirit of collaboration between government, businesses, local leaders and communities.

By supporting the development of a thriving community and voluntary sector that contributes to the economy of Greater Lincolnshire.

By supporting individuals to make informed decisions about their future to enable them to make a positive contribution to Greater Lincolnshire.



**LINCOLNSHIRE'S
BUSINESSES**

**(SMALL BUSINESSES,
INNOVATION & GROWTH)**

Businesses fulfil their social responsibilities and establish their civic roles; are recognised for their contributions to a prosperous society and are supported to grow and develop.

**COMMUNITY &
A SENSE OF PLACE**

**(ENVIRONMENT, HERITAGE
& CONNECTIVITY)**

Growth in Greater Lincolnshire complements and nurtures its distinctive sense of place; and sustains its environment for future generations.

EMPOWERING PEOPLE

(EMPLOYMENT & SKILLS)

People can make informed choices; have a share in prosperity that growth brings; the contributions of a diverse population are recognised; and exploitation is avoided.

LINCOLNSHIRE'S BUSINESSES

(SMALL BUSINESSES, INNOVATION & GROWTH)

Businesses fulfil their social responsibilities and establish their civic roles; are recognised for their contributions to a prosperous society and are supported to grow and develop.

Examples:

Involving Lincs and partners are actively working with businesses to promote and develop corporate social responsibility in numerous ways including encouraging employer supported volunteering, micro volunteering, pro bono work and in-kind support.

Third sector organisations are also businesses within their own right. We support these to grow, create new opportunities and increase resilience.

Our Volunteer Centres help recruit skilled people to civic roles and board level roles within the community sector.

The third sector can help businesses to enhance their market share by demonstrating their links to and support for local communities.



COMMUNITY & A SENSE OF PLACE

(ENVIRONMENT, HERITAGE & CONNECTIVITY)

Growth in Greater Lincolnshire complements and nurtures its distinctive sense of place; and sustains its environment for future generations.

Examples:

Heritage organisations – many are volunteer-led businesses, such as charitable or community enterprises (e.g. Woodhall Spa Cottage Museum, Chain Bridge Forge).

Buildings - community organisations increasingly taking on heritage buildings, shops, pubs, community venues/halls, sporting facilities. These organisations are increasingly crucial to our rural economy and sense of place.

Environment – Voluntary / community organisations and social enterprises such as Lincolnshire Wildlife Trust, Hill Holt Wood are actively working to sustain our environment for future generations.



EMPOWERING PEOPLE

(EMPLOYMENT & SKILLS)

People can make informed choices; have a share in prosperity that growth brings; the contributions of a diverse population are recognised; and exploitation is avoided.

Examples:

Voluntary and community organisations take a lead role in empowering people from all backgrounds and life experiences to learn, recover, rehabilitate, progress, and develop. The sector is fundamental to ensuring that all people have an opportunity to contribute to society, and be productive citizens.

Our volunteering and training programmes provide opportunities for coaching, mentoring, skills development, confidence building, developing employability skills.

Volunteering into employment programmes use the breadth of skills across the sector to develop volunteers and increase their employability through experience, training and development.

The community and voluntary sector plays an active part in Greater Lincolnshire's economy. The sector recognises its contribution to cross sector growth whilst supporting opportunities for the growth of social businesses within Greater Lincolnshire.

The challenges we face:

- Addressing rurality issues and providing consistent support to develop sustainable growth across Greater Lincolnshire.
- Youth unemployment and low skills levels can constrain growth and limit access to opportunities for many young people.
- Developing a business culture that embraces cross sector partnerships. Enhancing networks and links between the private sector, public sector and third sector.
 - Overcoming difficulties in accessing finance and investment. Developing sustainable financial models and business strategies.
 - Growing new markets and sustaining growth whilst weathering the current recession.
 - Contributing to the development of thriving local economies.
 - Demonstrating our 'value for money' solutions to service delivery that are accessible to all.
- Removing barriers and building capacity within communities to benefit from expanding numbers of potential contributors.
 - Building resilience and self sufficiency among the population.
 - Limited digital infrastructure and broadband connectivity within the County.
- Providing support to those individuals with additional needs who may be marginalised and at risk of exclusion.

“Fear of stigma and discrimination can lead to severe loss of confidence or ‘self-stigma’. This can lead to social exclusion, causing people to withdraw from social activities and friendships, and give up applying for jobs even when they are free from the symptoms of mental ill health”. Social Exclusion Report (2004), Mental Health & Social Exclusion. ODPM.

In order to ensure effective delivery through the 3rd sector, it is essential that appropriate structures are in place to facilitate this. Following consultation with 3rd sector partners, it has been identified that the sector requires a consortium to co-ordinate and manage third sector delivery through the LEP's EU programme. This consortium includes the integration of voluntary sector partners within North and North East Lincolnshire.

Key benefits:

Major efficiency gains through a single point of contracting to a large and diverse membership of providers.

Not for profit provider model which adds social value and expertise.

Co-ordination of quality assured, well established and experienced local partners and joint working to meet the needs of our communities and the local economy.

Combined resources with significant experience in managing and delivering EU programmes and national government investment programmes throughout Greater Lincolnshire.

Consortium requirements:

Involving Lincs consortium to co-ordinate 3rd sector partners

2 tier governance structure to provide accountability and transparency

Hub and spokes operating structure

Due diligence processes for members and delivery partners

Flexible management and administration resources

Additional benefits:

Single voice for Greater Lincolnshire

Increased economies of scale

Increased accountability

Increased community reach

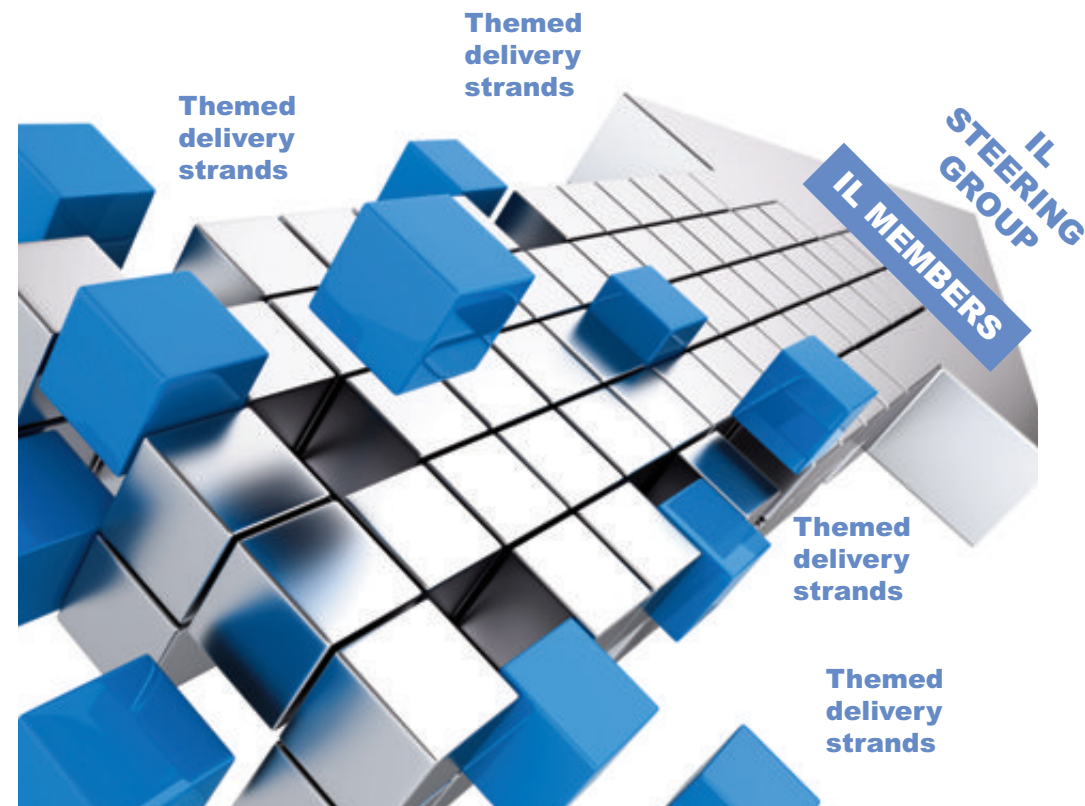
Co-ordinated response to support social

Proress so far...

We have developed key links with community and voluntary sector colleagues within North and North East Lincolnshire who have joined Involving Lincs.

We have developed a local working group with the Financial Inclusion Partnership to co- ordinate and develop our plans for supporting delivery against the GLLEP priorities.

Our proposals have been endorsed by the Lincs Partnership NHS Foundation Trust who have expressed their delight that the needs of people with mental health problems are being actively considered when seeking to address issues of social inclusion, skills needs and unemployment.



Growing Our Businesses & New Markets (SMALL BUSINESSES, INNOVATION & GROWTH)

Involving Lincs will provide a comprehensive package of infrastructure and business development support for voluntary/community sector organisations, to include social enterprise support, trading and income generation, management/leadership, organisational development and growth.

Supporting and contributing to Strategic Economic Plan (SEP) priorities:

Greater Lincolnshire's important sectors – Visitor Economy - e.g. contributing to increased growth in the visitor economy through the development of our tourism and heritage sector that is heavily supported by volunteers and often volunteer led.

Growing Greater Lincolnshire's Businesses – Skills, Innovation & Small businesses – e.g. supporting the sector's small businesses to grow and expand through workforce development, developing services, accessing new markets and supporting innovation.

Contributing to SEP goals, we will:

Support the development of customer service and other skills of the visitor economy workforce (including volunteers) and work with employers to develop apprenticeships and other pathways into sustained employment.

Seek ways to ensure that all businesses, including those in rural areas, have access to good quality and relevant training provision, facilitating partnerships to overcome challenges of cost and accessibility.

Offer high quality information, advice and support to voluntary sector businesses.

Improve access to finance and the ability to attract growth finance.





How we will achieve this



Short term

- Business development, social and co-operative enterprise support
- Specialist arts, culture and tourism development
- Pre enterprise support
- Cross sector networking
- Training to enhance the skills and knowledge within SME's
- Develop ICT innovations
- Facilitate corporate social responsibility and social action
- Increase organisational capacity and opportunities for volunteers



Medium/long term

- Develop new business models and access new markets
- Support enterprise creation
- Apprenticeships and graduate programmes
- Asset transfer support, development of community buildings
- Support to enable third sector organisations an businesses to bid for public sector contracts
- Community purchasing

What works well

Volunteers supporting and sustaining Lincolnshire's important sectors (for example, within the heritage sector, visitor attractions and the arts).

Involving Lincs as a vehicle for sharing best practice and developing collaborative working.

Businesses have demonstrated a commitment to corporate social responsibility through employer supported volunteering activities.

Areas to develop/enhance

Provide co-ordinated and consistent package of business development support throughout Greater Lincolnshire.

Enhance leadership skills within third sector businesses and community organisations.

Develop innovative trading structures and approaches.
Cross sector networking.

Gaps / improvements

Voluntary sector apprenticeships.
Voluntary sector graduate opportunities.

Understanding of contracting opportunities and support for third sector organisations to become more contract ready.

Development of tools to measure economic and social impact.
Use of ICT and new technologies.

Protecting What We Have & Improving Connectivity (ENVIRONMENT, HERITAGE & CONNECTIVITY)

Involving Lincs will work with local communities to implement a range of activity contributing towards enhancing Greater Lincolnshire as recognisable and attractive place.

Supporting and contributing to Strategic Economic Plan (SEP) priorities:

A location for investors – Environment & Heritage / Housing and communities - e.g. by providing opportunities for environmental and heritage tourism and contributing to a change in perception of Lincolnshire as a location for investment.

Greater Lincolnshire’s home and communities – Communities – e.g. Communities will work together to deliver local solutions to the opportunities in their area and develop community led schemes to enhance their neighbourhood.

Contributing to SEP goals, we will:

Raise awareness of Greater Lincolnshire’s natural environment and built heritage.

Support the role of skills based learning and volunteering in the environment and heritage sectors as part of programmes to improve readiness to work and social inclusion.

Support the work of voluntary organisations and county partnerships, such as Heritage Lincolnshire and the Lincolnshire Nature Partnership in order to protect and promote the areas natural and built resources.

Support the development and sustainability of community facilities including village halls, community hubs, sports facilities, etc.





How we will achieve this



Short term

- Skills based volunteering
- Business resource efficiency programmes
- Environmental and heritage volunteering opportunities
- Community transport schemes
- Sports development activity (including outdoor development)
- Outdoor play opportunities making use of the natural environment
- Networks and forums for community leaders
- Community hubs development
- Community led local development



Medium/long term

- Green energy solutions programme and grant fund
- Creation of nature partnerships
- Art in the public realm
- Development of housing co-operatives (green technology & carbon reduction)
- Rural transport provision development
- Increase opportunities for community bulk buying.

What works well

Community run facilities and events (e.g. village halls, local festivals, fates and shows).

Environmental, heritage and sports volunteering.

Lincolnshire's strong sense of place and local pride (e.g. Lincs aviation heritage).

Local networks and community forums.

Areas to develop/enhance

Community hubs development.

Grass routes sports opportunities and outdoor sports development.

Development of environmental sites for health, fitness and volunteering opportunities (e.g. green gym).

Community bulk buying (e.g. energy).

Support for communities to do things for themselves (i.e. advice on how to put on local events to attract visitors and investment).

Gaps / improvements

Community transport schemes (consistency needed across Greater Lincolnshire).

Development of community digital hubs to promote social inclusion.

Use of green technology and energy solutions for community and voluntary groups.

Joined up and circular walking and cycle routes.

EMPOWERING PEOPLE (EMPLOYMENT & SKILLS)

Involving Lincs will provide a comprehensive package of learning and skills development opportunities and pathways to employment including:

- **Workforce development for the voluntary/community sector** – management and board level development, organisational development and growth, structured work placement programmes, on the job training, qualifications, mentors and supported employment.
- **Skills development** for individuals - structured work placements, volunteering opportunities, on the job learning, access to qualifications, mentoring and supported employment.
- **Basic skills** provision through entry level volunteering, work/employability skills development, skills for life, careers advice, taster events, community learning and personal development.

Supporting and contributing to Strategic Economic Plan (SEP) priorities:

Growing Greater Lincolnshire’s Businesses – Skills, Innovation & Small businesses – e.g. supporting workforce development, underpinning skills activity and increasing employability.

Greater Lincolnshire’s home and communities – Communities – e.g. providing individuals with the skills and knowledge to make informed decisions about their future to enable them to make a positive contribution to Greater Lincolnshire.

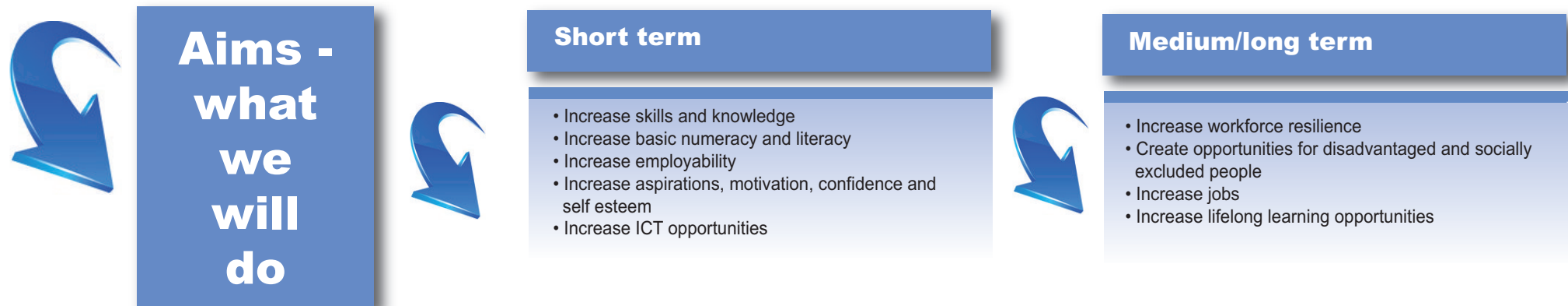
Contributing to SEP goals, we will:

Provide information and guidance so that people can make informed choices about their future.

Support lifelong learning, for example, by ensuring that the digital skills of the local population are improved, enabling better access to online services that will improve their quality of life.

Stimulate demand for traineeships, apprenticeships and higher skilled opportunities within the sector.

Deliver locally tailored activity that will produce better outcomes for the long-term unemployed.





How we will achieve this



Short term

- Creation of a web based learning platform
- Community learning and community led training
- Information, advice and guidance
- Skills for life opportunities
- Supported volunteering opportunities
- Sports coaching & skills development
- Employability support programmes
- Volunteering into employment programmes
- Coaching and mentoring programmes
- On the job experience to improve or add to skills base
- Targeted volunteering development (i.e. opportunities for young people)
- LEADER programmes
- Wheels 2 work schemes



Medium/long term

- Alternative education and work based learning
- High level workforce development
- Management and board level development
- Young people's pathways to work
- E-learning and ICT skills development
- Supported employment opportunities
- On the job training
- Skills sharing schemes
- Work placements & volunteering
- Community and voluntary sector apprenticeships
- E-commerce

What works well

Skills for life and community learning programmes.
Volunteer training through the Lincolnshire Volunteer Card.
Access to volunteering opportunities through local Volunteer Centre's.
Grass routes programmes and schemes to increase aspirations, motivation, confidence and self esteem.

Areas to develop/enhance

Co-ordinate and develop a consistent programme of employability support across Greater Lincolnshire.
High level workforce development.
LEADER activity development across Greater Lincolnshire.
Targeted and joined up support programmes for young people.
Volunteering as a structured route into employment.

Gaps / improvements

Voluntary sector apprenticeships.
Web based learning platform.
Mentoring and in-work support programmes for individuals with additional needs.
Outreach opportunities and programmes to address transport issues and other local needs.
Support and skills development for new entrepreneurs



For further information, contact Involving Lincs

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