



CHANGEUP IN LONDON 2004 to 2008



ChangeUp in London 2004-08

Introduction

London is a world city with a vibrant and energetic voluntary and community sector. The city has a long tradition of groups of people tirelessly working to support, help and give voice to marginalised and excluded communities. Each new wave of immigrants into the City, bring their own traditions and ethos resulting in a unique fusion of self help approaches, operating within the Third sector.

Frontline voluntary and community organisations (VCOs) face many organisational and developmental challenges. Infrastructure support services can play a key role in developing strong and effective frontline organisations that make a real difference to the lives of individuals and communities.

Capacitybuilders was launched in April 2006 to manage the ChangeUp programme, and to gain a national strategic view of infrastructure support needs and good practice. Capacitybuilders was initially funded with the £70 million ChangeUp programme (2006-2008), and has been awarded a further £88.5 million (2008-11). Capacitybuilders works with consortia, the public sector, the Government and other voluntary sector stakeholders.

The ChangeUp framework document was launched by the active communities unit of the Home Office in June 2004. The document talked about the support needs of frontline agencies, the links between a strong frontline voluntary sector and strong communities, and the need for a 'step-change' in how infrastructure support to frontline voluntary and community organisations is funded and delivered.

The HM Treasury document *Role of the voluntary and community sector in service delivery 2002* recognised access to support as an issue for the sector, particularly small and medium sized organisations. There has also been a growing recognition that a strong voluntary and community sector leads to improved community cohesion and stronger communities. The ChangeUp Framework was published to address some of the support issues that frontline community and voluntary organisations had been experiencing.

The aim of ChangeUp is that by 2014 the needs of frontline voluntary and community organisations will be met by support that is available nationwide, structured for maximum efficiency, accessible to all, sustainably funded, and that offers excellent provision and reflects and promotes diversity.

ChangeUp identified six priority areas where organisations needed support:

- Governance
- Finance
- Performance
- Workforce Development
- Volunteering
- ICT

In London other areas were added:

- Premises
- Advice
- Neighbourhoods
- Olympics
- Social enterprise

London is one of the few regions to include social enterprise as a thematic priority when ChangeUp was introduced in 2003. There has been a growth of small social enterprises forming in London's deprived areas and the importance of having specialist support available to VCS-led social enterprises is recognised at regional level. Work on social enterprise at regional and local level is at its developing stages and the impact of the work will be reported on in future ChangeUp reports.

ChangeUp called for increased collaboration in the planning and delivery of infrastructure support services, and identified the need to:

- meet the support needs of equalities organisations,
- support organisations going through the local government's commissioning process
- reduce waste and duplication in the sector.
- increase sustainable funding
- improve planning and regional, sub regional and local levels

ChangeUp was supported by a national funding stream. The funding was initially administered on a regional basis by each Government Office.

Inherent in ChangeUp was the need for increased partnership working, and early investment supported the establishment of 'ChangeUp consortia'. To ensure the voluntary and community sector were at the heart of this work, the consortia were led by second tier agencies, usually the CVS or equivalent body. The consortia also included a range of voluntary sector and public sector stakeholders. Each consortia was funded to produce a ten year infrastructure investment plan for their area.

In London the Government Office convened the London Regional Consortium to oversee the delivery of ChangeUp in London. The LRC consists of regional voluntary sector organisations, London funders and public sector partners (see annexe B for current membership list). The LRC also has ten thematic subgroups reflecting both the ChangeUp identified areas of need, and established London priority areas. In addition the LRC established the London Infrastructure Development Plan subgroup, which oversaw the development of the London plans and was charged with making decisions about the distribution of funding.

Consortia in London were also established locally and sub regionally. In addition to the London Regional Consortium, there are currently 33 borough consortia, and 5 sub-regional consortia. It was important to have local borough consortia, to engage with the London borough local authorities at a local level.

ChangeUp funding was intended to be strategic funding which would create a lasting change as a result of the investment. ChangeUp filled a gap and raised the profile of the scope and benefits of infrastructure support services.

A significant amount of investment was directed at establishing new structures (consortia) and data (plans). This was met with a mixed reaction across the capital. However it should be noted that every borough signed up to ChangeUp and

consortia are still operating. Early ChangeUp also funded a number of regional and sub regional pilot and feasibility projects, some of which led to further work and delivery.

In London the Regional Consortium restructured and refined it's membership processes, and works in conjunction with Capacitybuilders.

ChangeUp is the start of a long term process. Early indicators suggest that infrastructure support services are changing to better meet the needs of frontline voluntary organisations, there are examples of innovative practice and improved collaboration.

Ultimately the impact of ChangeUp funding has to be felt by frontline Third sector organisations that are able to access the support they need to develop and sustain their organisations. They in turn play a vital role in providing services, voice and advocacy to London's communities.

The total ChangeUp investment in London's infrastructure between 2004 and 2008 will be £12,783,166 and this report aims to give an overview of work which has taken place, and provide a breakdown of how ChangeUp funding has been allocated to meet London's priorities.

Jill Walsh
London Regional Manager
Capacitybuilders

London Region

To understand how ChangeUp has worked in London it is important to have an overview of the complexity of the London region. Although geographically small it has a population of 7, 387,900 (2003 Mid Year Estimates), and is the largest city in Europe. It is a world finance centre, with a mixed economy and contains a diversity of communities polarised by wealth and poverty. London has the highest unemployment rate in England 29% of working age adults, 42% for the BAME communities, and the highest rate of child poverty in the country (52% of children live in poverty). Inner London experiences higher levels of unemployment and poverty than Greater London, although all boroughs have pockets of high levels of deprivation.

It is the most culturally diverse city in the world. Over 300 languages are spoken. 29% of the population are from BAME communities, a further 10% are from white, poorer European minority populations. It is estimated that in the next ten years the BAME communities will account for an 80% increase in London's working age population. London has the largest refugee and asylum seeker population, with very distinct service and support needs. There is a rapidly increasing young population (41% of young Londoners are from a BME background) almost matched by an increasing older population. 15% of London's population are aged over 60, and this is set to increase. The profile of older London will change, as there are more BAME elders and people from other subsections such as LGBT and disabled people.

London has the largest settled lesbian, gay and transgender population, a 2003-04 study by Stormbreak showed that 45% of LGBT people had experienced a homophobic crime and 20% had been the victim of a physical assault.

Londoners follow at least 14 faiths, and there are significant numbers of atheists and agnostics. 58% of all Jews living in England and Wales live in London, as do 53% of Hindus, 39% of Muslims, 39% Buddhists and 32% Sikhs. Hate crimes towards London Muslims have risen following September 11th and the London Bombings.

Women account for 52% of London's population, however those in employment tend to be confined to jobs attracting lower status, prospects and salaries (Government Office for London 2004). Violence against women affects 45% of women and has a lasting impact. (British Crime Survey).

There are more than 1.4 million people with disabilities in London (2001 Census). Disabled people are more likely to be unemployed than non disabled people, and when working the average hourly wage for disabled Londoners is a fifth lower than for non disabled Londoners.

Large-scale regeneration projects across London, including the Thames Gateway and the 2012 Olympics are changing the landscape. Lack of affordable accommodation is a pressing issue, for people wanting to make the region their home, and for voluntary and community agencies struggling with commercial rents.

London has 32 local authorities and the Corporation of London, and is currently divided into 5 sub regions, the configuration of the sub regions will change in April 2008

There is not an exact figure of how many voluntary and community organisations are in London. The estimate cited in the London Infrastructure Development Plan is 40,000, although many practitioners, both within and outside of the sector, put it much higher (60,000 is another figure frequently used). There appears to be a significant 'hidden sector' particularly amongst the BAME communities, and smaller community organisations which operates out of people's homes. Guidestar has recorded 26,634 registered charities, a figure which seems to increase year on year.

There is a massive diversity within the sector. London houses a large number of national organisations, and has an abundance of small neighbourhood based community organisations, which operate as vital 'lifelines' to people at neighbourhood level. The VCS in London employs over 300,000 people which is 6% of London's working population and has an earned income of £4 billion. The London Funders, a network of funding bodies in London, invest £600 million (London Infrastructure Development Plan 2006).

Funding remains competitive and short term. It is challenging for ChangeUp to fulfil it's potential in the present climate where infrastructure agencies, (and the frontline) experience ongoing short term and inadequate funding. 'Funding is short term and project based, maintaining continuity of services and retaining skilled staff can be a major challenge' (*Availability of funds in London boroughs, Needham and Barclay, 2004, research into CVS funding*). This is endemic for the sector as a whole but is felt most keenly in medium size and small agencies. The challenges of long or even medium term sustainability can inhibit full engagement with the ChangeUp process. Many Consortia and other agencies express commitment to the vision, but have to prioritise raising funds over strategic planning and engagement. As one colleague from the Central London CVS network said 'it is hard to be visionary if you don't know whether you will still be around in 6 months time'. However it should be noted that London consortia have made a valued contribution to the improvement and delivery of infrastructure services in London.

ChangeUp in London

The structure

The London Regional consortia is led by 10 subgroups, and supported by 5 sub regional consortia and 33 borough consortia. This structure is the key to understanding how ChangeUp in London is evolving and where it benefits the front line voluntary and community sector. See structure diagram (annexe C).

“A not insignificant success is all the consortia at all 3 levels are functioning and delivering. Bringing people together in a partnership is beneficial. At the regional level, the impact of bringing funders together and raising the profile of infrastructure organisations has been good.” *ChangeUp Programme report for Capacitybuilders, Good Foundations Consultancy Oct 2006*

The London Regional Consortium

The London Regional Consortium was convened by Government Office for London (GOL) in 2004. Following a review in 2006 it restructured and is a mixture of regional public sector bodies, and regional voluntary organisations. Each of the 10 subgroups sends a representative, which ensures a majority voluntary and community sector representation on the LRC.

Regional Thematic Subgroups (the subgroups)

In order to reflect the diversity and scope of the London voluntary and community sector it was decided to establish a number of thematic subgroups. The role of the subgroups was outlined in the terms of reference:

“to establish what activities need developing and changing within the infrastructure for the sub-groups’ specialist area of activity to help inform the drafting of the London, Regional and Local Infrastructure Development Plans, with the overall aim of enabling London’s infrastructure to provide a better service to frontline organisations”

ChangeUp Outcomes

ChangeUp has delivered a range of outcomes in London, many of which directly benefit front line voluntary and community organisations. Other outcomes relate to the improvement of how infrastructure services are organised, which in turn should lead to benefits for frontline groups accessing services. However at the time of writing, outcomes are largely self -reported by consortia, or are derived from monitoring data. The complexity of the data means there has not been a holistic evaluation of the impact of ChangeUp funded outcomes across the capital, nor has there been a thorough testing of the impact on frontline groups.

In order to present a full overview of the achievements of ChangeUp funding in London, indicative headline outcomes are presented under each funding section.

Capacitybuilders has commissioned a ChangeUp evaluation framework to further explore, test and evaluate the impact of ChangeUp funding on front line voluntary and community organisations. This work will start in 2008.

ChangeUp Funding Streams in London

For the period April 2004 to the end of March 2008, London was awarded a total of £12,783,166 ChangeUp funding. The funding came from nine different ChangeUp funding streams.

The distribution of the majority of these funds has been overseen by the London Regional Consortium. The exceptions to this are the Improving Reach and Consortia Projects Programme, which were both competitive bidding rounds managed by Capacitybuilders.

The London Regional Consortium agreed that for ChangeUp to have the most impact on frontline groups across London, it needed to support the development of local consortia, working within each London borough and fund a range of local projects. In addition there would also be five sub regional consortia echoing the current London sub regional boundaries. These would complement and link to the work of the local and regional consortia. Locally based consortia are important to London as local authorities are significant funders and commissioners of services, and generally want to engage on a local agenda. It is estimated that 80% of voluntary and community sector activity takes place locally (National Council of Voluntary Organisations), and that neighbourhood or borough based organisations will often first seek to access local support.

Below is a breakdown of how ChangeUp funding was distributed in London, followed by more detailed information about each of the separate funding streams.

Distribution of Fund	Amount
Regional consortia and regional projects	3,113,905
Sub regional consortia and projects	£802,270
Local consortia and projects	£5,136,537
Improving Reach across London (local and regional)	£2,054,732
Capital funds across London (local and regional)	£1,675,722
Total	£12,783,166

The following section provides more information about each fund and provides an overview of the achievements and outcomes.

Breakdown of ChangeUp Funding Streams in London

1. Early Investment Programme
2. Capital Fund
3. Sub-regional Capital Fund
4. Regional ChangeUp Spend
5. London Infrastructure Investment plan development
6. Continuation Fund
7. Consortia Projects Programme
8. Improving Reach
9. Consortia Development Fund

The below table outlines the total amount and duration of each fund:

Fund	Total Amount	Funding Period
Early Investment Programme	£498,814	April 2004 to March 2005
Capital Fund	£1,401,047	1 April 2005 to 31 March 2006
Sub-regional Capital Fund	£274,675	1 November 2005 to 31 March 06
Regional Projects ChangeUp Spend	£1,895,259	1 April 2005 to 31 March 2006
Consortia Fund	£2,620,000	1 July 2005 to 31 March 2006
Continuation Fund	£903,700	1 April 2006 to 31 March 2007
Consortia Project Programme	£2,231,238	1 October 2006 to 31 March 2008
Improving Reach Fund	£2,054,732	1 October 2006 to 31 March 2008
Consortia Development Fund (CDF)	£903,700	1 April 2007 to 31 March 2008
TOTAL AMOUNT	£12,783,166	

1. Early Investment Programme April 2004 to March 2005

In advance of the launch of ChangeUp in June 2004 it was agreed to release limited funds for an Early Investment Programme otherwise known as the Early Spend. Government Offices nationwide led on the implementation of a limited budget to fund a small number of projects aimed at building the capacity of VCS infrastructure. In London, Government Office for London (GOL) hosted the Early Spend Fund and 12 projects were supported. The overall amount was £498,814. The projects funded are listed below:

Organisation	Amount awarded	Brief description of project
Ealing CVS	£17,630	<u>Ealing Community Services Co-op</u> : Feasibility survey of 200 local groups and in-depth work with 21 member groups of the Resource Centre Network to establish key baseline information on the scope and potential for a community services co-op (focusing on areas such as IT, office services, financial and audit services, equipment maintenance, personnel services).
Faithworks	£35,036.07	<u>Faith Sector VCS Infrastructure - Mapping and Partnership Development</u> : Project to establish a consortium of specialist VCS infrastructure organisations delivering services to faith groups in London and to undertake a mapping exercise across all faith traditions of faith groups involved in delivering community projects.
Haringey Association of Voluntary and Community Organisation	£27,500	<u>Mapping the capacity building needs of the voluntary and community sector in Haringey</u> : HAVCO in partnership with HarCEN propose to commission Middlesex University and Birbeck College to conduct a piece of research into the VCS infrastructure in Haringey. The research and publication of its report on findings will help close gaps, strengthen and improve existing infrastructure. VCS organisations in Haringey will be encouraged to adopt a joint-up approach to providing co-ordinated capacity building programmes in support of front-line organisations.
Islington Voluntary Action Council	£15,000	<u>Development of a Central London CVS Website</u> : IVAC propose to build on and improve the Central London CVS net (www.clcvs.net) to create a dynamic website which will act as a one stop shop for the VCS sector in the Central London area. The website will be linked to each partner organisation's website with a range of services e.g., forum, links to databases etc. IVACS are committed to working with a wide range of groups and work with over 5,000 CVOs within the Central London area.
LASA	£48,279	<u>ICT Development Feasibility Study</u> : study to develop a detailed business plan for a 'Circuit Rider' ICT development project in London VCS including addressing organisational issues, how LASA and CVSs will work together, how to work with what already exists. The project will establish a steering group, survey current activity, consult on discussion document and produce a business plan.
London Voluntary Services Council	£21,500	<u>How to cope with multiple funders' demand</u> : Research project to identify barriers or difficulties faced by small medium sized VCOs when dealing with the demands of multiple funders. The aim was also to produce a best practice manual on how to develop, follow, and maintain a mechanism for

		managing the funding criteria and reporting effectively to funders. LVSC has several years experience raising agenda items on behalf of community and voluntary groups to the policy makers.
Race On The Agenda	£50,000	<u>STI - Solutions through Ideas:</u> Solution Through Ideas_aims to address the issue of an integrated approach to delivering a BME infrastructure support mechanism in London including a social enterprise approach to encourage sustainability and integration of BAME focussed infrastructure delivery with mainstream infrastructure delivery. The project carried out an analysis of current second tier BAME delivery correlated with generic infrastructure to map provision.
Scarman Trust	£39,845	<u>Support Services for Can Doers in London:</u> to promote and market the Can Do Exchange (a web based tool for sharing assets, accessing and supplying services and expertise and creating communities of interest), develop partnerships with individual Can Doers to develop the Exchange and, as a pilot, develop a partner community on the Exchange for the Haringey Community Empowerment Network.
Toynbee Hall	£21,336	<u>East Enders</u> - Feasibility study of three VCS organisations to share back office functions as a pilot (HR, ICT, property management)
Voluntary Action Camden	£35,000	<u>Active and Sustainable Communities:</u> This project is a proposed feasibility study into designing and resourcing a pilot programme to acquire premises and run them as community assets. A key barrier to involvement for BAME and disability groups is access to affordable premises and capacity building support. The study will identify and pool current knowledge on vacant property. A suitable legal framework of occupation or purchase will be identified. The legal framework will be required to develop the premises as community assets, e.g., development trust, community interest company. The council is looking to divest itself of office space and now has the powers to sell property for community use at discounted rates.
Voluntary Sector Resource Agency Hammersmith and Fulham	£11,895	<u>BAME Infrastructure Network:</u> Working in collaboration with the Hammersmith & Fulham BAME steering group, which is drawn from a representative (in terms of size and length in service) sample of BME groups in the borough, this project proposes to take forward the development of a new BAME Network. This will help build capacity in the BAME sector to enable greater participation in the processes of change and resource allocation; improve the reach and sustainability of BAME

		projects; develop joint working and an effective voice for the sector.
WCEFNI	£25,000	<u>Wandsworth local infrastructure development:</u> This project is about carrying out a needs analysis of the VCS sector in Wandsworth given that there is currently no VS council or equivalent umbrella organisation in the area. The study will map the current delivery of core functions in Wandsworth; will identify the gaps in delivery of core functions in relation to need; will agree a model for building on Wandsworth's LIOs work to ensure a comprehensive approach to second tier infrastructure support to the voluntary sector.

Two pieces of research were also commissioned by GOL under the Early Investment Programme. One was to look at the capacity needs of BMER voluntary and community organisations and the other was to look at how differences in funding in inner and outer London boroughs may have affected VCS infrastructure. The reports for both commissioned projects can be found on GOL's website at http://www.gol.gov.uk/gol/People_sustain_comms/VCS/Changeup_London/209339/

High level outcomes

- Increased local knowledge of the sector, and increased local and regional knowledge of the faith and BAMER communities
- Improved understanding of the support priorities and barriers to support for small voluntary and community organisations
- Increased knowledge for front line groups of how to access community buildings
- Increased collaboration and joint working to improve support services

2. Capital Fund – 1 April 2005 to 31 March 2006

The Home Office awarded the London region £1.6m for the Capital Fund. For this fund, the Home Office did not give guidance to how the allocation of funding should be split across regional, sub-regional and local projects. 18 projects were funded under the Capital Fund and the table below summaries the achievements made and amounts awarded.

Organisation	Amount awarded	Brief summary of project achievements
Islington Voluntary Action Council	£109,769	Installation of disabled access to IVAC's premises
Havering Association of Voluntary and Community Organisations	£62,955	Installed a new ICT Training Resource Centre at its premises
SHAKA	£73,180	Refurbishment of its premises has provided SHAKA with an opportunity to cover their core costs by providing an affordable training and meeting space for other

		community based organisations
Kingston Voluntary Action	£65,100	Funding has enabled KVA to fully equip the Centre with assistive technologies so that local disability groups can use the centre.
Ealing CVS	£75,500	Installation of shared IT, telecommunications and training equipment for the new Ealing Community Resource Centre. ChangeUp capital funding has made a major contribution to the Centre and also helped Ealing CVS level in additional funding from other sources
Law Centres Federation	£139,337	Improved 28 Law Centres in London - ICT facilities and installed Welcome Reception facilities. Each Law Centre was awarded £4,500
Staying Put Services	£68,000	Installation of the Mezzanine Floor at Furnish, the furniture re-use side of Staying Put Services. This has doubled the capacity of Furnish; provided the opportunity to collect more furniture and recycle it to families in housing need and provided greater opportunities for local people, especially those with disabilities to work or volunteer for the project
The Consortium of Bengali Associations	£59,500	Funding was used to develop a Community Development Resource Centre for Bengali and non-Bengali led VCOs. It has increased access to specialists resources for smaller grass roots organisations
Southwark Action for Voluntary Organisations	£97,372	Funding was used to upgrade the ICT of Southwark infrastructure organisations based on an ICT Needs Assessment of 45 organisations, led by SAVO.
Richmond CVS	£78,634	Funding used to refurbish RCVS premises including improved office space; improved conference/meeting room facilities for local VCOs; purchase of workstations, software licences, servers etc
HTEN	£90,000	Purchase of database software licences and database development and installation for 9 VCOs
The Federation	£55,780	Funding was contributed to developing a website, bespoke membership database and an on-line document management

		system.
ROTA, MiNet, BTEG	£66,345	Upgrade and improvement of ICT systems which has greatly improved communication with BME VCOs in London.
LVSC	£86,038	Funding was utilised for development and provision of corporate database for 30 London second tier organisations.
Redbridge CVS	£61,700	Funding was utilised for 50 small VCOs receiving computers, printers, software and guidance for the use of their computers. 25 organisations were from BME organisations and 6 from Faith organisations
London Action Trust	£62,087	Funding helped to develop a domestic violence resource centre in order to deliver training and services on domestic violence issues across London.
Housing Justice Alliance	£77,200	Improvement in ICT systems and refurbishment of premises
London Voluntary Sector Training Consortium	£72,550	Funding used to update ICT equipment and create a new database to allow them to provide on-line services
TOTAL		£1,401,047

High level outcomes

- Improved physical access to support services for front line groups,
- Increased access by small, faith, disability and BME led groups to quality ICT equipment
- Increased opportunities for shared premises use and income generation
- Increased capacity of support providers to benefit frontline groups

3. Sub-regional Capital Fund

November 2005 to 31 March 06 [the money was allocated in November but it was part of the overall capital programme for London from April]

There was an underspend from the previous Capital Fund and it was agreed by the London Infrastructure Planning Group (LIDP) that the capital underspend would be divided equally between the five sub-regions and allocated within the sub-region by the sub-regional ChangeUp consortia. The total underspend was £274,675.

The criteria of the fund included consortia to follow the national guidance on what constitutes capital funding and exclude any boroughs that had already received Changeup capital funding. The table below summarises the Capital Fund grant recipients:

Borough	Item	Amount of ChangeUp Funding
East London		
East London Sub-region	ICT equipment	£21,000
Bexley	Database development	£10,000
Barking & Dagenham	ICT equipment	£9,000
Lewisham	Database development	£10,000
Greenwich	ICT equipment	£5,000
Total		£55,000
North London		
Barnet	Computer for Library, furniture and shelving and telephone system for new offices and display stands	£13,750
Enfield	Contribution to new flooring.	£13,750
Haringey	Haringey Database service level agreement	£13,750
Waltham Forest	Waltham Forest BME Alliance – multi media equipment. Volunteer Centre equipment	£13,750
Total		£55,000
West London		
Sub-region	ICT equipment	£4,617
Brent	Database, Computers, Laptop, Portable Projector	£11,550
Hillingdon	ICT equipment	£12,510
Hounslow	Renovation of current HVSF / WLN premises	£12,500
Harrow	Network Design And Installation	£13,823
Total		£55,000
Central London		
Central London Sub-region	Hosting of www.clcvs.net website for two years	£1,175
Camden	ICT equipment for community groups	£10,000
Kensington and Chelsea	ICT and display equipment for KCSC	£10,000
Lambeth	ICT and office equipment for LVAC	£11,000
Wandsworth	Improved disabled access and ICT facilities for WVSDA	£11,000
Westminster	Repair and redecoration of VAW's office	£11,500
Total		£54,675
South London		
Sub-region	Office refurbishment, ICT server & PCs, legal costs	£15,000
Bromley	ICT for CVS/Volunteer centre, training room & outreach work	£10,000
Croydon	Refurbishment of CVS head office reception area	£10,000
Merton	ICT for MVSC, Volunteer Centre & BME forum	£10,000
Sutton	ICT for Volunteer Centre & Race Equality Council	£10,000
Total		£55,000
GRAND TOTAL		£274,675

The funding was used only for the activities agreed between the sub-regional CVS representatives, the London Infrastructure Planning Group and Government Office

for London. The Capital Fund money was from the ChangeUp Modernising Infrastructure programme.

High level outcomes

- Improved quality of equipment available to support front line groups
- Improved efficiency and service delivery for front line groups

4. Regional Projects ChangeUp Spend - 1 April 2005 to 31 March 2006

During this period, Government Office for London was still hosting the ChangeUp programme for London. £1,895,259 was spent on Regional projects and funding was distributed across various priorities such as equalities; community development; Volunteering; ICT and Priority Service Areas.

These themes included project such as:

Equalities:

- To develop infrastructure support in London for the Lesbian, Gay, Bisexual and Transgender sector (Kairos in Soho)
- To carry out a feasibility study on the sharing of premises by several equalities (and possibly mainstream) infrastructure organisations (Women's Resource Centre)

Community Development/Citizenship/Volunteering/Governance:

- Establish one London-wide and a number of local forums for community development workers in all sectors to exchange good practice, support etc and carry out a community development training audit (LVSC)
- Carry out a volunteering mapping exercise and survey on BME organisations in London not accessing volunteering services (Greater London Volunteering)

Funders

- To develop a more robust Funders website and to provide a 'single gateway' to funders. (London Funders)

Priority Service Areas

- Homelessness – to develop and disseminate an 'Invest to Save' methodology for London's day centres to demonstrate the added value that they provide (Homeless Link)
- Older People's Health & Social Care – to distribute £30,000 equally between the 5 ChangeUp sub-regional consortia. Each sub-region to run a programme with the purpose of developing the leadership capacity of the VCS to respond to the commissioning agenda as a provider of older people's health and social care services (Age Concern)

The Home Office recommended that under the ChangeUp programme, a minimum of £600,000 should be allocated to ICT. The London Regional Consortium agreed to award London Advice Service Alliance a grant of £613,654 to build on the previous

project (under the Early Spend) as well as to fund staff based in CVS to develop an improved ICT support infrastructure for small to medium-sized voluntary groups in London, based on a Circuit Riders model.

For a full list of project funded under the Main Spend, please refer to Annexe D.

5. London Infrastructure Investment Plan Development - 1 July 2005 to 31 March 2006

The London Regional Consortium took the lead in taking the ChangeUp agenda forward during the period between the launch of the ChangeUp framework and the launch of Capacitybuilders. London Councils became the Fund Manager for ChangeUp funds in London and had overall responsibility of administering ChangeUp, ensuring funding and monitoring requirements were met and supporting consortia development.

The London Regional Consortium had responsibility for overseeing the Infrastructure partnerships and plans. All plans were developed with a vision of improved infrastructure provision in their borough up to 2014. Each CVS and Sub-regional network received £10,000 as an initial payment to produce an outline Infrastructure Plan. They then received a further two instalments of £21,328 to complete their 10-year Infrastructure Development Plans.

The development of consortia and Infrastructure plans was processed in three stages:

Stage 1 – the release of the first tranche of funds (50%) was triggered between 1 April 2005 and 1 July 2005 by the production of a proposal from each consortium; including an explanation of what the funding will be spent on and how it relates to the developing 10 year Local/sub-regional Infrastructure Development Plan. The proposal had to include a work-plan with clear milestones and timings, for which the LRC developed guidance.

Stage 2 – the second tranche of funds (50% of the remaining allocation) was released from 1 July 2007 to 1 October 2006 on receipt of confirmation from the consortia that the first tranche has been spent in line with the proposals.

Stage 3 – the final 10 year Local/Sub-regional Infrastructure Development Plan was submitted by each consortium at the end of September. The plans were quality checked by the London Infrastructure Development Plan Planning Sub-group (LIDP). At this stage, local partnerships were invited to bid for contingency funding which were agreed by the sub-regional planning partnerships for consideration within the sub-regional context.

The table below outlines how much funding was given to local and sub-regional consortia.

	Local Consortia	Sub-regional Consortia
Partnership & Plan development	£10,000	£10,000
Consortia Fund 1	£21,328	£21,000
Consortia Fund 2	£21,328	£21,000
Contingency Fund	£18,281.50	£18,000

Total for each consortia	£70,937.50	£70,000
Grand Total	£2,270,000	£350,000

Each Local Infrastructure Development Plan (LIP) sought to capture a local baseline of VCOs information by bringing together existing intelligence on VCS infrastructure and capacity building. Examples included mapping information, consultation with frontline organisations; economic audits and other evidence of strengths and weaknesses of the VCOs in their locality (where local information didn't exist, the LIP addressed how to rectify this problem) LIPs also looked at identifying how VCS infrastructure can help frontline groups to deliver services and meet their wider needs and aimed to capture the nature and key challenges of frontline VCOs in their local area. This included identifying gaps of provision, areas for development of existing structures and barriers against achieving vision. All plans included themes for investment which was modernising infrastructure, embedding quality and improving reach.

Each LIP also aimed to address issues and priorities identified in the ChangeUp framework. This was varied across the plans; however a majority produced milestones and outcomes around performance improvement; workforce development; governance; ICT; volunteering and financing.

The local and sub-region plans also outlined that infrastructure should be accountable to local stakeholders and service should be accessible to neighbourhoods, BAME communities, social enterprises and marginalised groups. The plans explored the scope for increased collaboration in the sector. Although the CVS in the borough or Sub-regional Coordinator had the overall responsibility for co-ordinating production of the plans (through a local partnership) various other stakeholders from sectors were involved, this included:

- A diverse range of local VCOs including local networks, sub-sector networks, BAME groups, disability groups, faith groups etc. In neighbourhood renewal areas, Community Empowerment Networks also had some involvement
- A range of funders, including some local authorities and members of the Local Strategic Partnership (LSP) and a few Primary Care Trusts (PCTs)

In addition, the Plans also included a timetable for infrastructure up to 2014; monitoring and review proposals and a communications strategy. Again this did vary across London.

The plans can be accessed through LVSC website at:
<http://www.lvsc.org.uk/Templates/information.asp?NodeId=89799>.

The local and sub-regional LIPs were completed first and then used to develop the London Regional Infrastructure Development Plan (LIDP). The LIDP outlined the developmental priorities for London VCS infrastructure and capacity building at a regional level. The proposals were linked to cross-cutting themes whilst others were linked to specific ChangeUp objectives. The cross-cutting themes included networks and campaigning; diversity and equalities; policy and voice; geography/ neighbourhoods; premises; cross-sector partnerships; social enterprise and citizenship (these were all identified as London priorities through the work carried out local and sub-region level). The Regional Plan also included baseline information on the VCS in London. The draft version of the Plan went out to consultation in November 2005 and over 300 individuals or organisations contributed their views. The final version was published in April 2006. The London Regional Plan can be

accessed through LVSC website at:

<http://www.lvsc.org.uk/Templates/information.asp?NodeID=89796>

The overall total amount spent under the ChangeUp initiative from 2004 to 2006 was £6.2m. This was a fast paced period and a considerable amount of work was accomplished in the London voluntary sector.

6. Capacitybuilders Continuation Fund (CF) - 1 April 2006 to 31 March 2007

Capacitybuilders was launched in April 2006 to take over management of the ChangeUp programme and improve coherence of support. The first programme Capacitybuilders launched was the Continuation Fund. The £7m nationwide programme was put in place to avoid maintaining momentum within the ChangeUp Programme. The Fund also ensured that good practice from current work was not lost.

The London region was awarded £903,700 for the one year programme. The LRC took the decision to split the funding into regional projects; sub-regional and local funding. Each sub-region received £24,500 and local consortia received £19,700. This was then further broken down to each consortia receiving funding for supporting consortium activities and funding for delivering specific projects. London Councils received £26,000 to cover the cost of fund management which included responsibilities in processing payments, monitoring, administration and update the LRC and Capacitybuilders on progress made. The table below outlines the apportionment of funding to London:

London Councils Management fee		
£26,000		
Balance from £903,700 left to distribute		£877,700
Consortia Funding		
Regional	10%	£30,720
Sub-Regional (£7,300 per sub-region)	12%	£36,500
Local (£7,300 x 33 boroughs)	78%	£240,900
TOTAL		£308,120
Project Funding		
Regional	15%	£86,780
Sub-regional (£17,200 per sub-region)	15%	£86,000
Local (£12,400 x 32 boroughs)	70%	£396,800
TOTAL		£569,580
OVERALL TOTAL		£903,700

The consortia support money (£7,300) was awarded to all local and sub-regional consortia to support and stabilise the existing structure and to support a “baseline” of consortia working for the financial year 2006/07. This included:

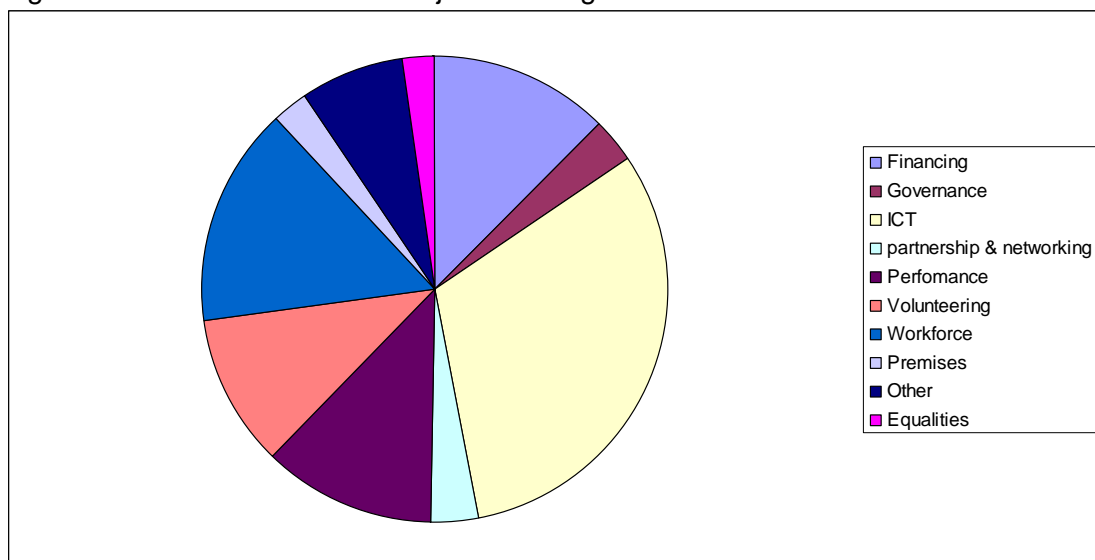
- Secretariat services
- Continuation or development of a diverse membership of the group;
- Monitor, review and update as appropriate the infrastructure plan and in particular engagement of local public sector with this plan;
- Accountable body able to manage funds for the consortia;
- Development of project proposals and/or scrutiny of proposals

The consortia project funding proportion was awarded to local consortia (£12,400) and to sub-regional consortia (£17,200). The funding was to:

- Directly contribute to needs of sector in one or more of the six key areas identified in ChangeUp or the modernisation of infrastructure services;
- Meet priorities identified in local or regional infrastructure development plan where such a plan exists or where the plan is not yet finalised have the agreement of the consortia that they fit with the intended direction of the plan;
- Catalyse a step change in the support available to frontline organisations for the longer term;
- Have a probability of sustainability from sources of funding other than ChangeUp beyond March 2007.

The projects delivered through the local and sub-regional consortia were projects identified as a need through their Local/Sub-region Infrastructure Plans. Figure 1.1 gives a breakdown of funding allocated to the ChangeUp themes/priorities. As well as the 6 nationwide ChangeUp themes, there were also other emerging priorities that came out of the infrastructure plans. These included issues around Premises, Partnership working/Networks and Equalities and some consortia did agree to spend their allocation of funding on these needs. It is also worth noting that under the Finance heading, all commissioning and procurement projects were included in this heading; projects that were improving communications using ICT are under the ICT heading and improving voice and leadership were included in the Governance category. The "Other" section includes projects such as running marketing courses for infrastructure groups after consultations highlighting the fact that local infrastructure groups were not marking their services sufficiently; to measure the social and economic impact of the voluntary and community sector over the lifetime of Change Up and to develop base line information, indicators and outcomes relating to the contribution of the voluntary sector to Local Area Agreements. The focus on equalities runs through all ChangeUp funded projects, however the Equalities and Human Rights sub-group was allocated funding and has the role of 'equality proofing' London Regional Commission's work.

Figure 1.1 Continuation Fund Project Funding Breakdown



Theme	Total Amount	Percentage
Financing	£70,687	13%
Governance	£17,217	3%
ICT	£179,118	31%
Partnership & Networking	£18,972	3%
Performance	£67,768	12%
Volunteering	£61,553	11%
Workforce	£86,422	15%
Premises	£14,413	3%
Equalities	£12,030	2%
Other	£41,400	7%
Total	£569,580	100%

Regional Projects:

The regional projects under Continuation Fund included projects on Workforce Development; Local Area Agreements; London ChangeUp ICT project and infrastructure support to women's groups to access income generation opportunities. All the projects were identified as themes/needs in the London Infrastructure Development Plan (LIDP). The following organisations were awarded:

Organisation	Amount awarded	Brief description of project
LVSC	£20,000	To share good practice of VCS organisations involved in negotiating LAAs in Round 2 and to identify "mentors" for VSC organisations involved in Round 3. To provide a Resource Bank of information on LAAs and carry out training for VCS organisations involved in Round 3.
LVSC	£10,000	To provide funding for salary costs for a worker, who is responsible for co-ordinating a regional approach to the planning, promotion and support of workforce development initiatives for the VCS across London
LASA	£41,780	The London ChangeUp ICT Project aimed to continue developing appropriate ICT support services across Greater London's voluntary and community sector.
Women's Resource Centre	£15,000	To deliver community enterprise workshops; directory of current training programmes relating to development of skills in procurement/contracting; one to one support for Women's organisations; joint working with existing business advice agencies; on-line resources.

The above regional projects are included in the thematic breakdown of projects in Figure 1.1. More information on individual local and sub-regional consortia projects and the amounts awarded are shown in Annex E.

All lead agencies of consortia had to report back on progress made in their consortia and projects delivered with the Continuation Fund. The information received has

been very valuable in obtaining a snapshot of activities taking place at a local, sub-regional and regional level and has proved to be extremely useful in reporting back to the London Regional Consortium and Capacitybuilders. Listed below are some examples of consortia activities and specific projects around the ChangeUp priorities in London.

Consortia Support/Activities

- Sutton consortium– The ChangeUp Consortium has aligned with the Compact Steering Group and now has 20 members, half of whom represent local statutory organisations (Police, PCT, LB Sutton, Safer Sutton Partnership, hospital trusts) and the other half from VCS. Communication on ChangeUp work is delivered through SCVS Newsletter and Annual report, ChangeUp update given at Voluntary Sector Forum in Sutton and Trustees meetings
- Haringey consortium – 4 Haringey Infrastructure Development Plan (HIDP) steering group meetings convened with continued engagement of public sector (2 Haringey Council reps) and Haringey Primary Care Trust are members.
- Islington consortium- ChangeUp work is now included as part of the work of the borough Compact Steering Group. A particular success has been the allocation of LSP capacity building funds to the Islington Community Network to commission voluntary and community sector infrastructure support and development.
- Croydon consortium – Compiled baseline information which is published in the CVS Directory of Voluntary Organisations in Croydon. The consortia also organised thematic events including consultations on the draft Commissioning Framework. The framework was agreed and adopted as “key principles” by LB Croydon and is being used to inform new LA/PCT Corporate Commissioning System.
- North London Sub-region consortium – a sub-regional conference held 5th December 06, 50 VCOs were represented and Children & Young People and Health & Social Care themed workshops took place. Several partnership projects were identified and plans for VCOs to develop. Hosted several meetings with sub-regional Children & Young People VCOs and Health & Social Care Networks.
- East London Sub-region – the partnership meets on average bi-monthly, sub-groups have met to develop areas of their action plan (e.g. Workforce Development), the partnership has reviewed its membership to ensure synergy between local and sub-regional ChangeUp consortia
- Richmond consortium – RCVS has invited other groups from Arts, Sports and Heritage sector and a member of LB Richmond-upon-Thames participates in the consortium. This ensures the consortia are able to engage with the revisions to the Compact.
- Merton consortium – has engaged the local voluntary sector in Local Area Agreements and has completed the mapping of the sector against LAA targets. Also, they have produced a detailed report covering the purpose of the exercise and key findings and recommendations – set in the national and local policy context, as well as identifying external funding in the VCS which was included on the final LAA submission. GOL has commended the local LSP on this innovative approach to engaging the sector, made possible via ChangeUp.

- Ealing consortium – is composed of 6 local infrastructure organisations, 2 local authority representatives and 3 frontline VCS service groups elected through Ealing Community Network (ECN). This includes representation from the disability, faith and older people VCOs in Ealing. Updates on Ealing ChangeUp work is sent to 450 local VCS groups, regular progress given at ECN open meetings, specific consultation workshop held to review progress on year 1.

Financing

- Haringey consortium- Specialist finance advice has been given to 45 new groups and 80 VCSs in total. All beneficiaries are BAME groups
- Bromley consortium – 50 groups have received intensive 1:1 support on fundraising, 90 organisations have attended funding briefing and workshops and approximately 4 organisations have raised a total of £110,000 through 4 grants as a result of support and advice. 15 VCOs are currently working on or have submitted bids to the value of £2.2million as a result of support and advice.
- Brent consortium – Project has provided information and advice around fundraising, initially focusing on working with 2nd tier voluntary organisations to both support their sustainability and to train and develop their potential to advice and support the wide sector on fundraising.

Governance

- Richmond consortium – The dissemination of best practice of the Women in Governance Project is in its second phase and the production of a CD Rom has begun. The Good Governance Guide will be available on the website.
- Redbridge consortium – 5 organisations (10 individuals) trained in Governance which is in line with the National Occupational Standards
- Havering consortium – Governance Away days Award leaflets and guidance notes have been distributed to 300 organisations, 5 awards have been made to VCS organisations; additional resource material provided through the Governance Hub has been distributed to the 5 groups participating in the Away Days

Performance Improvement

- Westminster consortium – sessions held with 11 VCOs who are implementing PQASSO; 20 VCOS are on the peer support email group, they receive information about meetings, best practice and other relevant information regarding PQASSO at least once a month; 23 groups have undertaken health checking system and to date 5 groups have met the standards/targets set after the health check but all groups have agreed target dates for achievement for all criteria.
- Kensington & Chelsea consortium – 6 organisations have improved their systems in bookkeeping, preparing cashflows, established a full cost recovery system, setting up monitoring and Quickbooks etc. 6 organisations attended Social Enterprise and Project Accounting courses. All sessions now completed on improving Trustee Management of Volunteers and 16 VCS representatives attended training on guide to volunteer motivation and 17 attended National Occupational Standards.
- Greenwich consortium – ChangeUp members with particular areas of expertise have offered consultancy and support to small community and voluntary sectors to work towards Investors in People status. 4 organisations are to gain IIP standards as a result of this project.

- Hackney consortium – Training and courses on finance was organised and 64 individuals participated on courses such as budgets, full cost recovery, Quickbooks, financial reporting and monitoring; a project report was prepared.

Workforce Development

- Hillingdon – The HR Advice project has worked with 28 organisations providing support through the helpline and 1:1 consultancy support. Examples of consultancy support carried out include Redundancy programmes, recruitment policies etc. HR updates and articles have been included in the HAVS Newsletter which is sent out quarterly to 600 VCOs in Hillingdon.
- Bexley consortium – The project involves 5 ChangeUp infrastructure groups producing leaflets to market their services to frontline groups. 10 VCOs attended Personal Safety course and 7 attended CRB courses.
- Enfield consortium - HR courses were delivered and were highly attended; the consortium is considering putting this project forward for case study funding.
- Central London Sub-region consortium – organised HR Training sessions and produced packs for CVS Development workers

ICT

- Islington consortium – Continued support and development has been offered to voluntary and community groups in Islington. This includes database development, website development, ICT procurement, ICT policies and skills audit etc.
- East London Sub-region consortium – Directory of ICT support services produced and circulated and on ELN website and provide small ICT support to VCOs; the project is currently setting up partnerships with existing ICT support providers
- Kingston - 40 VCOs based in Kingston and some cross borough VCOs based in Richmond received ICT troubleshooting advice, onsite telephone and email support was provided; 9 ICT health checks carried out followed by recommendations; 9 project based ICT projects from basic networking to installing broadband routers or windows servers; 5 non accredited ICT training sessions were delivered to Kingston groups and 3 to national ICT projects; 14 one-to-one training sessions were delivered to staff with technical responsibilities to build their in house IT capacity.
- Southwark consortium - Developed practical resource-base facilities for small and emerging groups, including ICT hot-desking and support, meeting rooms and move-on office facilities, linked to back-office support already available across Southwark

Volunteering

- Lambeth consortium – LVAC has been successful in securing funding from LB Lambeth to roll out a volunteers training programme. LVAC has attended regional, sub-regional and national events on volunteering. A premises has also been identified which is suitable to housing a volunteer centre. The premises are central in the borough and LVAC are in discussions with Lambeth Council and have provided them a business plan and other reports. Lambeth Council has agreed in principle and LVAC have factored in the costs of running the centre in their BASIS application.
- Barking & Dagenham consortium – Mapping of volunteering activity in Barking & Dagenham and development of volunteer strategy is completed and a training session is to be organised based on needs identified through

returned questionnaires. A Volunteer Directory produced and disseminated to VCOs

- Hammersmith & Fulham consortium – Business Volunteering Project: 4 volunteers from local businesses placed with voluntary community organisations with skills ranging from market research, strategic planning office, management and fundraising.

CITY.COMM

CITY.COMM was awarded £7,300 under the Continuation Fund to set up a CVS in the City. An initial consultation in 2004 established the need for a second tier umbrella body to provide advice and support to frontline City VCOs. Grants from Changeup (Modernising Infrastructure), The City, and Bridge House Trust enabled the CITY.COMM project, hosted by Voluntary Action Westminster, to be launched in July 2006. As a 'virtual' CVS, CITY.COMM represents excellent value for money, buying in the training and capacity building services needed by City VCOs from partners in neighbouring boroughs. Key action include: Developing a CITY.COMM website; to develop a Resource bank; signpost City VCOs to existing sub-regional network based initiatives and Negotiate spot purchasing for support services from neighbouring CVSs

Progress made include: 61 VCOs which responded to mapping survey have been signposted to a wide range of support and training opportunities; 41 VCOs have attended the first 3 networking events during the first 9 month of the project's life; 150 VCOs mailed with initial info and mapping survey, details of networking events, newsletters and courses. From a baseline of there being no second tier voluntary and community support available to City VCOs prior to July 06, CITY.COMM have shown steady progress during these initial months of the project.

Consortia and Regional projects were asked if projects would continue once the Continuation Fund ends and if they have secured additional funding from other sources. 26 out of 33 consortia and 4 out of 5 sub-regional consortia specified that the projects will continue. In total, local consortia have indicated confirmed funding of £1,301,779 and sub-regional consortia confirmed £204,350.

High Level Outcomes

- Increase in dedicated services available to front line groups focusing on priority areas identified by wider London voluntary and community sector
- Increase in partnership approaches focusing on how to benefit and support frontljne groups
- Regional projects addressing identified regional issues

7. Consortia Project Programme (CPP) - 1 October 2006 to 31 March 2008

Capacitybuilders launched the Consortia Project Programme in June 2006 and invited all consortia to bid for funding for specific projects. The 18 month fund commenced nationwide on 1 October 2006 and will finish 31 March 2008. This fund was designed solely for delivering activities to meet the priorities identified in the Infrastructure Investment Development Plans.

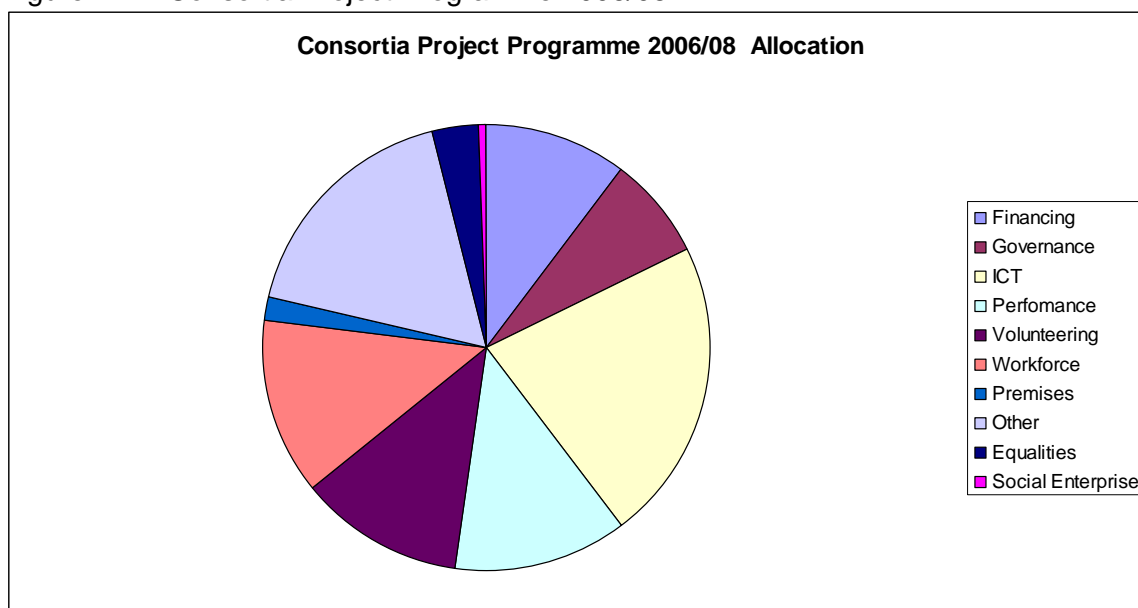
The London region was awarded £2,231,238 and London consortia submitted one collaborative bid, coordinated by LVSC. The proposal included more than 40 projects; addressing all London ChangeUp priorities and was tailored to delivering

support services to the frontline organisations in every London borough. The LRC supported this approach, as it ensured that the allocation for London was distributed to all consortia at a regional, sub-regional and local level. The allocation of funding was split as: 69% to the 32 local authorities; 11% to 5 sub-regions; and 20% to the regional sub-groups and the City of London. The sub-group total included the Fund Management costs (awarded to London Councils) and LRC's Secretariat costs (awarded to LVSC). By using this method, London consortia worked together in partnership to maximise the ChangeUp investment in London. London was the only region nationwide to operate in this way.

All local consortia received £45,416 and each sub-regional consortia £46,454. The South London sub-region submitted a joint bid for the Superhighways project, which is an ICT initiative. This included Sutton, Croydon, Merton, Kingston and the South London sub-region allocation of funding, totalling to £228,118.

Figure 1.2 shows the breakdown of allocated funding to each ChangeUp theme/priority. Overall, ICT has the largest allocation (22.5%) and there is a fairly balanced distribution of funds for Workforce Development (13%), Performance Improvement (12%); Volunteering (12%); Financing (10%) and Governance (7%). The Equalities, Social Enterprise and Premises priorities (which are all London identified themes) have a smaller allocation of money, which is 3%, 1% and 2% respectively.

Figure 1.2 – Consortia Project Programme 2006/08



Theme	Total Amount	Percentage
Financing	£231,997	10%
Governance	£162,728	7%
ICT	£491,136	22.5%
Performance	£278,314	12%
Volunteering	£266,628	12%
Workforce	£283,874	13%
Premises	£39,075	2%
Social Enterprise	£10,889	1%
Equalities	£76,864	3%
Other	£389,733	18%
Total	£2,231,238	100%

The second biggest category is “Other” which comprises of 18% of the CPP allocation. London consortia have identified various projects that are a priority in their local investment plans and this includes areas such as: developing and supporting specific local VCS for arts, sports and culture (Ealing CVS); carry out baseline mapping and needs assessment to develop a new CVS project in the City (CITY.COMM) etc. For more detailed information on the above, please refer to Annexe F.

All consortia and regional projects were requested to submit their first 6 months monitoring forms for the CPP fund, reporting back on progress made in achieving their outcomes and outputs. Listed below are some of the early achievements. The reporting period was 1 October 2006 to 31 March 2007.

Examples of key achievements under the Consortia Project Programme include:

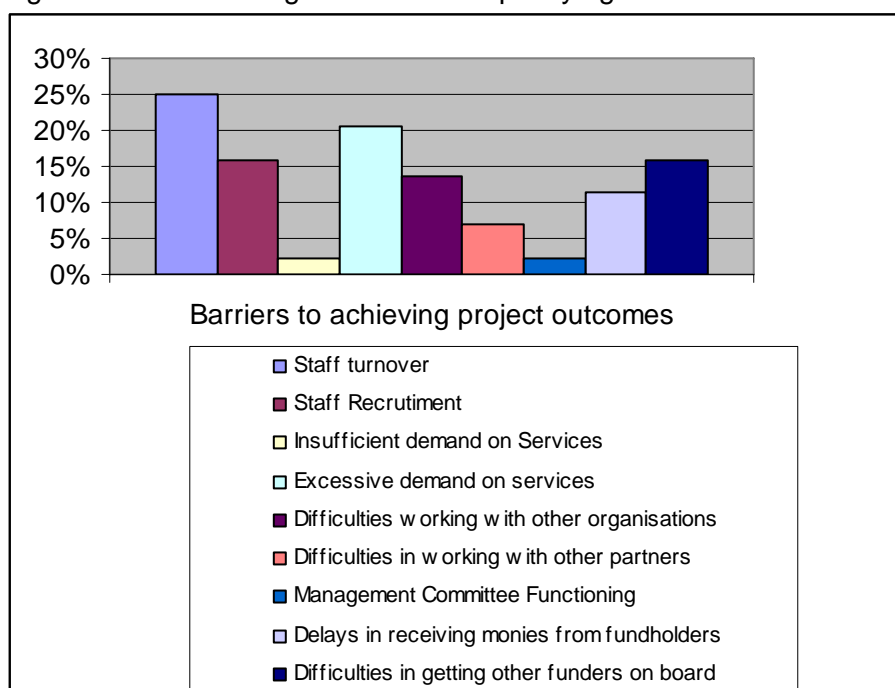
- Camden consortium – Premises strategy for the 3rd sector in Camden has been developed and the council, 4 Housing Associations and infrastructure organisations have formed a social enterprise to take on the leasing and purchasing of property for the 3rd sector.
- Hounslow consortium - 5 BMER groups been receiving development assistance such as full start-up help on finding trustees and information about the roles and responsibilities of various officers/trustees; help with developing a constitution; fundraising advice and assistance in competing funding application forms; Equal Opportunities, procedures re: recruitment; financial procedures/policies and staff contracts.
- Ealing consortium – Ealing CVS has developed a joint programme on accredited training for volunteers and worked closely with Thames Valley University. A new Foundation Degree for Volunteer Managers is now finalised and due for national curriculum accreditation in June. ECVS have also worked with TVU on a second new degree course on Third Sector Management.
- Barnet consortium – The Development Officer has worked with 21 groups providing one-to-one support and carried out 13 visits/meetings to groups in Barnet. BVSC has expanded its training programme to include individual support work with groups. Training courses include - Management roles and responsibilities, Developing Safeguarding children policies and procedures (in conjunction with Barnet Council), Equalities and diversity and Fundraising.
- Hillingdon consortium – Hosted an IT skills training workshop, 42 attendees from 23 groups; 8 groups have received ongoing advice and practical support in particular BMER, older people and addiction groups have benefited from this project.
- Newham consortium – organised 2 training events “choosing appropriate quality systems” for 28 organisations; 1:1 support sessions to support organisations obtaining quality marks delivered by partners; a dedicated website is developed and all relevant information is posted www.newhamchangeup.info
- South-London Sub-region – Superhighways project: 9 ICT health checks carried out across Kingston, Sutton and Croydon; 29 organisations benefited from ICT training sessions’ more than 88 organisations were supported in providing ICT troubleshooting advice.

- Brent consortium – the project has retained a Fundraising Advice Worker and the worker has been providing fundraising work to support activities for VCS organisations particularly targeting BAME and Refugee communities
- Havering consortium – Legal training session on leases held with 12 representatives from 3 organisations covering a range of topics from repairs and service charge, business rates, insurance and tenant’s rights. The information of the training session is to feed into a booklet on premises.
- Kensington & Chelsea consortium – A commissioning reference group has been established to act as think-tank for the local VCOs. A paper has been written and circulated to the local authority giving the VCS initial position on commissioning in the boroughs. A commissioning consultation event is being planned (working with the local authority) and planning for follow-up workshops is in progress.
- Waltham Forest consortium – Commissioned work on a web portal www.frontlineonline.org. The work is now completed and specialised VCS groups have access to support on the web portal.
- Wandsworth consortium - 14 1:1 mentoring sessions, 19 site visits, written articles for the website and WVSDA Newsletters on ICT topics, signpost VCOs to reliable suppliers; Maintaining the website content and developing a feed from Do-it.org to the WVSDA website for volunteer opportunities.

All projects received 52% of their overall grant in the first 6 months and Capacitybuilders requested projects to spend this money before 31 March 2007. If projects were unable to spend the first instalment by this date, they had the option to demonstrate that the money is committed to be spent by June 2007. The overall 1st instalment amount in London was £1,160,659 and the majority of projects followed the spend profile. An estimated £300k was committed to be spent by June 2007.

Projects were also requested to specify if they had any issues that were significant barriers to achieving its desired outcomes. Figure 1.3 illustrates the percentage of consortia and regional projects specifying barriers. Some projects didn’t report any while others ticked more than one box. The biggest factor identified was staff turnover (25%) followed closely by difficulties in recruiting staff (16%) and throughout this period, one third of Consortia lead agencies have had key staff changes. The London Regional Manager and ChangeUp Grants Officer have made contact with all new members either in person or over the phone to talk through the ChangeUp funds and processes as a way of supporting consortia activity in their locality. London consortia have also identified excessive demand on services as another barrier (20%) There has been feedback on the level of monitoring required for the different ChangeUp funds and the administration burden that this has had on existing resources. Capacitybuilders does welcome feedback from consortia and recently invited all grant recipients in completing a survey on current monitoring and reporting requirements. The responses will help Capacitybuilders plan their next phase of programmes in 2008 to 2011. The figures below have been sent to Capacitybuilders as part of the monitoring process.

Figure 1.3 – Percentage of consortia specifying barriers



Impact on Frontline organisations

All consortia and regional projects were requested to provide information on their projects beneficiaries. A spreadsheet was designed as a checklist of specialist frontline organisations which includes BAME groups, Rural, Faith, Young People, Disabilities, Older people and LGBT. The information will be used to capture statistical data in measuring the impact of frontline organisations benefiting from ChangeUp funding. For this reporting period, the information was not submitted from all consortia as some projects hadn't begun delivering services to frontline organisations. This monitoring requirement was also introduced in the first reporting cycle, and not all projects were recording this level of data, therefore information collated on frontline organisations is not comprehensive and does not show a true reflection in London. Future reports on CPP will include a section on the impact of ChangeUp funding on frontline organisations.

CPP Regional Projects

The LRC sub-groups were invited to bid for funding and 8 out of the 10 sub-groups put in proposals for projects identified as priorities from their plans. The Governance and Advice sub-groups did not apply. This section will go through in some detail the proposals and progress made so far has been taken from the first 6-month monitoring forms.

Premises Sub-group – £55,000

Lead Organisation – Development Trusts Association

The project will build upon the premises-related projects undertaken in the pilot phase. It is a collaborative effort between the DTA, Ethical Property Foundation and Community Matters, drawing upon ideas put forward by the Premises Sub-group. It aims to address the 'core' issues of enabling VCS organisations to be better

equipped to be effective property managers, including improving the financial 'bottom-line', have more security and ability to secure investment for their improvement, and pursue asset-base development for future sustainability (LIDP ref. 5.8).

Events and training courses have been produced and speakers booked - such as charity relocation experts, consultants and solicitors from the Bates Well Braithwaite commercial property etc; places booked for future events such as "Relocation" course through partner CVS and "Co-location" course through Foundation; meetings are held with speakers before events to discuss detailed content and outline of course materials developed. Community Matters held a one day conference for VCS focusing on funds for sustainable community building - 214 delegates attended and follow-up work carried out. DTA has delivered VCS-focussed training workshops on Asset based development and then provided follow-up ongoing advice and support to 22 attendees. The events run are based within actual buildings/case studies and feature the practitioners as speakers alongside other experienced speakers. This approach allows delegates to "touch and feel" an actual premises and have the opportunity to question someone who has actually been on the journey they are considering embarking on.

Volunteering Sub-group - £23,533

Lead Organisation – Greater London Volunteering

The volunteering sub-group of LRC, led by Greater London Volunteering, wants to support the existing Supported Needs Volunteering Network in London. The existing network provides peer to peer support and focuses on developing programmes aimed at developing supported volunteering programmes, to engage under-represented volunteers with disabilities and health issues, and to increase the number of opportunities for these volunteers.

The project will provide a worker from the staff at GLV one day a week to: administer for the network including communications, events and activities; maintain website space within GLV's website for the members; run joint training events for staff in the network; arrange funding advice and consultation for VIOs to set up supported volunteering projects and sustain the network when funding ends; create a LETS training programme; establish a source of funding to support the network through the LETS; promote the network and the LETS skills bank and explore the scope of work for the future.

So far, the Terms of Reference and membership has been agreed for the sub-group. Administration and event support has been provided and there has been 3 advisory group meetings held in November 06, January 07 and February 07. Supporting Volunteering Network training events have been held in January and March 2007 and further events are scheduled for May and June; A website consultant has been briefed and designs and content drafts have been discussed with the Advisory Group. Discussion around development of promotional and good practice materials has taken place to inform the brief and a development worker has been recruited.

ICT sub-group - £55,648

Lead Organisation – LASA

A London Voluntary and Community Sector (VCS) ICT Champion has been recruited to build on the work of the London ChangeUp ICT project. Other regions of England have similarly identified the need for this post. The post will report to the London Regional Consortia's ICT Sub-Group. This Group will work strategically to identify

potential cross working with other Sub-Groups e.g. the Equalities Sub-Group. This fulfils the strategic need as identified in the London ChangeUp Infrastructure Development Plan.

Project aims:

- Develop a London region VCS ICT Strategy in Partnership with key stakeholders
- Represent the sector on ICT issues at regional and sub-regional levels.
- Engage funders, decision and policy makers and respond to Policy initiatives
- Work with other Regional VCS ICT Champions & National VCS ICT initiatives such as the ICT Hub and Net:Gain
- Link with other Regional Capacity Building posts in London e.g. the Workforce Development Co-ordinator to identify and develop potential cross working
- Facilitate an inclusive London Circuit Rider Network.
- To share experiences and best practice and proactively target hard to reach groups
- Positively publicise and promote the London ICT Project to infrastructure and frontline organisations, and other stakeholders
- Support fundraising activities to sustain and grow the London Circuit Rider community

During the period 1 October 06 to 31 March 07, the ICT Champion Worker has begun developing London region VCS strategy in consultation with key stakeholders, which will provide a framework to shape 07/08 activities. The worker has established links with other Regional VCS ICT Champions and Netgain through exchange visits and other Regional Capacity Builder's post identified for future partnership working. The project has raised awareness that ICT cuts across all areas of Capacity Builder's funded activity. A meeting for an inclusive London Circuit Rider Network is scheduled. The project was also launched at Bright Ideas ICT conference (Nov 06) and the project website was established in October 06. The project has also been promoted through various channels such as e-groups, ICT Hub newsletter and website; Assistance has been provided for fundraising activities to sustain and grow the London Circuit Rider community to 2 sub-regional CVS networks; 2 borough local infrastructure organisations and 2 frontline organisations

Olympics 2012 sub-group - £54,964

Lead Organisation - London Civic Forum

The London 2012 VCS project will help to co-ordinate voluntary and community involvement in the planning and delivery of the Olympic and Paralympics games in London in 2012. This is a key strategic need and has the support of the London Regional Consortium. The project will help to develop business plans for VCS involvement in the delivery agencies' strategic objectives planning up to 2012; assist with the development and implementation of a VCS community engagement strategy; act as a key link between the delivery agencies and VCS infrastructure bodies To support this, the project will:

- Launch a VCS brand to identify the work outlined above
- Carry out publicity and media work to promote understanding of VCS involvement in planning and delivery
- Develop a website as a hub for VCS information about the Games

The project has begun the analysis of existing local consortia plans to see where 2012 delivery objectives can be linked into existing ChangeUp themes. It will provide guidance to local and sub-regional consortia and using a regional planning event to scope out content for a strategic framework to be launched along with the other revised plans. The project has also completed a number of presentations and visits to CVSs, sub-regional partnerships and other relevant networks on the development of VCS Community engagement strategy and has established working relations with each of the Olympic delivery agencies, to represent the sub-group and feed information where appropriate back to LRC. The VCS brand "The Big Opportunity" was launched on 26 June and the event was attended by 200 delegates representing many different communities in London and included speeches from the Rt Hon Tessa Jowell, Paul Deighton, Chief Executive, London 2012 Organising committee, Ed Miliband, Minister for the Third Sector. The website is now developed and was launched on the same day (www.thebigopportunity.org.uk).

Workforce Development & Performance Improvement sub-group - £69,780

Lead Organisation – LVSC

The London Regional Workforce Development (WfD) Project is part of a long-term initiative that aims to promote and embed a sustainable infrastructure to deliver a planned, co-ordinated, responsive and inclusive approach to the skills development of the VCS workforce. The activities supported will be a continuation of those delivered over the past eight months, and will focus on delivering the six priorities of the London WfD Strategy, developed in line with local, sub-regional plans and the LIDP for London. Central to the project is a communications strategy that will raise levels of awareness about workforce development across the sector in London by building relationships with the sub-regional CVS networks and other VCS networks. It is expected that 30,000 frontline VCOs, including those that are marginalised or excluded will access WfD support and, influence policy.

So far, communication is done through e-bulletins and a new website section has been developed (regional/sub regional communications indicates this as a priority) 9 members and ROTA has been invited to join WFD & PI sub-group and 7 meetings have been held so far; action plans from sub-regions have been received to identify and deliver local solutions to WFD and work with UK Workforce hub has begun. The project has delivered a Regional Leadership conference jointly with UK Workforce hub and meetings have been organised with the hub. A seminar on Gaining Accreditation was delivered and work has begun with other partners on WFD issues such as links made with the Olympics and The Scarman Trust. The project has also promoted provision of training for VCOs via bulletins and is currently developing a presentation toolkit.

Equalities & Human Rights sub-group - £56,426

Lead Organisation – Race on the Agenda (ROTA)

This project will build on the work of the London Regional Consortium's (LRC) Equalities Sub-group in modernising the infrastructure provision to front line equalities organisations. The objectives are to enable infrastructure organisations across the seven equalities areas of age, disability, faith, migrants and refugees, race, sexual orientation and women, with the addition of human rights, to work in partnership, network, share practice, develop projects within and across the sector, support mainstream provision to equalities groups and to provide a voice on the equalities and human rights implications of policy issues.

A Worker has been recruited for the project and started in January 2007 and publicity flyers for the project has been developed and distributed to external bodies, members etc. A volunteer has been recruited to lead on the delivery of workshops and events. The Equalities sub-group has also submitted a response to the consultation on Destination 2014 and have commented on tools being developed by Capacitybuilders to "Mainstream Diversity within ChangeUp" - feedback has been presented to Capacitybuilders meeting in May 07. Information on the project is available on ROTA and LVSC's website and is also disseminated through LRC and wider networks; the sub-group has dates set for the 6 annual meetings of the sub-group. Sub-group members have also fed in ideas on the Gaps and Solutions report, the report is updated to include event findings which was approved by Sub-group and was published. The Gaps and Solutions report is to be used as a tool by equalities groups and to influence Capacitybuilders and ChangeUp policy and funders; the Chair and worker are to investigate potential funds to carry out recommendations of the Gaps and Solutions report with relevant organisations/partners.

Income Generation Sub-group - £53,175

Lead Organisation – Social Enterprise London

The project "Boosting Community Enterprise" (BCE) will provide a coordinated package of training to the VCS. The components of this project are such that a robust collaboration between the parties will enable greater effectiveness, using the skills of each organisation to the fullest. SEL will serve as the lead partner and will draw on the expertise of a diverse range of organisations, including ABCU, DTA, SeSU, Shomedia Ltd, The Interlink Foundation, London Youth, SSE, Confederation of Indian Organisations, Greenwich CDA and the East London Network.

General themed support - BCE will deliver a range of events sub-regionally and the lead will be taken by the agency with the expertise. These events will focus on a variety of topics including an introduction to social enterprise, full-cost recovery, managed workspace, community asset development and legal forms. As a part of the segment on legal forms, and in order to spread best practice copies of the 'Keeping it Legal: a guide to legal forms for social enterprises' will be provided to VCS networks.

Currently there are 7 organisations on the sub-group - target is 10. Through this group, the aim is to develop a real understanding of how VCS can use the social enterprise model to diversify income. The training programme has been developed, invitations have been sent to organisations and the seminar was held on 22 May 07. The project has also provided consultancy support with 2 organisations and provided support such as developing a marketing strategy, designing financial systems, identifying specific objectives, weekly planners and help to identify and prioritise revenue generating activities etc

Neighbourhoods sub-group - £32,000

Lead Organisation – The Scarman Trust

Local Area Agreement's aim is to improve services to local people based on local needs and priorities. The VCS in boroughs need to be involved if the outcome and targets are to be achieved. In order to optimise productive VCS engagement, information and good practice need to be shared across London. The project will set up a forum, bringing together Voluntary and Community Groups across boroughs to compare experiences and learn from each other, to promote good practice in engagement and community voice. There would be particular concentration in ensuring that the smaller (including BMER) groups become involved, as current research shows that their significant potential contribution is being lost. There would

be linking with LVSC, sub regional partnerships and local CVSs, other London infrastructure bodies, GOL and local authorities as appropriate.

Neighbourhoods sub-group of the London Regional Consortium agreed that NSG with support from a new worker was an appropriate forum to develop this work. The new worker has recruited additional key member organisations to the forum; helped the group to clarify its role and future activities in relation to ChangeUp and to the LAA project and has facilitated information exchange between members. Links have been established with key people from key organisations for example the Chair of the forum attends GOL Community Engagement Working Group and inputs information and ideas. The forum has also established links with other ChangeUp LRC sub-groups in particular Equalities, Volunteering and Olympics, to exchange information and consider joint work in relation to ChangeUp. Desk research, initial contacts and new legislative initiatives led to the focus of the project developing from just looking at LAAs to analysing the wider opportunities for community engagement and expression of community voice, in different structures. A report on this work will be produced by the end of October 2007.

CITY.COMM - £25,426

CITY.COMM is not part of a sub-group, however the city has a distinct population and under CPP it was considered as a regional project, rather than a local consortium. Subsequently in terms of reporting back, CITY.COMM will remain to be a regional project for this fund.

The CPP funding is to employ a 0.5 f.t.e. Information and Engagement Worker for 12 months, to engage directly with City VCOs, gathering information and undertaking detailed mapping to establish their specific needs and priorities. This time-limited project will enable CITY.COMM to work towards a 'Changeup' Local Infrastructure Development Plan for The City. The detailed mapping information will help to shape the content of, and be made accessible through, the CITY.COMM database and website.

Progress made include: the website has been designed and built (www.citycomm.org.uk) Content is uploaded regularly and there have been 7,989 unique visits during this period. Data has been collated on 165 City VCOs and an online directory has been published. 61 City VCOs have undertaken more detailed mapping and so far they has been 204 subscriptions to thematic email communication groups.

The CPP is in its second monitoring cycle and projects will have to report back on activities for the period 1 April 2007 to 30 September 2007. The LRC also plans to produce a full report on the achievements of the CPP at local, sub-regional and regional level in June 2008.

High Level Outcomes

- Increase in available support services for frontline voluntary and community sector groups
- Increased access to quality systems for front line groups
- Increased recognition of voluntary sector workforce development requirements
- Increased regional strategic planning of service delivery to front line groups

8. Improving Reach Fund – 1 October 2006 to 31 March 2008

Improving Reach is a pilot programme which aims to improve the reach of infrastructure for a range of marginalised groups. The fund is for the period 1 October to 31 March 2008. London region was awarded £2,054,732.84

The Improving Reach Programme was aimed at :

- Black and minority ethnic groups
- Refugee and migrant groups
- Faith groups
- Isolated rural groups

The table below summaries projects funded through the Improving Reach Programme:

Organisation	Amount	Project summary
Account3 Women's Consultancy Service	£99,758	To turn an existing support network of women-led organisations into a strategic and co-ordinated partnership which work together to improve delivery of front line services.
Aduna Connecting Cultures	£87,892	A workshop to catalyse debate among young people about identity (including Islamic identity) and heritage. The project responds to a need to build capacity in this sector in order to benefit the client base of the partner organisation.
African Youth League (AYL)	£82,092	To develop the capacity to deliver services and access funds particularly from Lottery sources.
Aston-Mansfield Community Involvement Unit	£57,455	To provide intensive support to a group of 20 refugee or migrant organisations in Newham, including one-to-one sessions and group training events, aimed at helping them to secure the basic elements of organisational sustainability.
Barking and Dagenham Racial Equality Council	£40,800	To enable six community organisations which are unable to gain support, to develop their ability to do so.
Black and Ethnic Minority Community Care Forum	£77,344	To improve access to infrastructure support services for newly arrived Eastern European, Congolese and Somali communities, who have established community front line organisations.
Brent Association for voluntary Action	£57,200	Targeting smaller BAME, refugee, faith based organisations. Increase influence, and provide support. Provide specialist advice, and provide information.
Confederation of Indian Organisations UK	£99,401	To strengthen and develop the infrastructure of existing London networks so that South Asian organisations are able to deliver high quality services to marginalised BAME communities.
Enfield Children and Young Persons Services	£60,756	To act as an umbrella body, supporting organisations working in the London Borough of Enfield with children and young people in developing professional standards that will ensure children and young people are safe.
Ethnic Minority Foundation	£100,000	To build capacity through the ethnic minority foundation and the Hindu council UK for Hindu community based organisations. Carry out research in to needs and deliver four skill-building seminars.
Evelyn Oldfield Unit	£49,406	To develop their funding base and improve their financial control systems.
Hackney Council for Voluntary Service	£100,000	To enable refugee migrant groups to gain better access to capacity building support in Hackney. Addressing issues over 15 month period and creating and consolidating mutually useful relationships.

Hammersmith and Fulham Refugee Forum	£94,164	To build the capacity of BAME, refugee and migrant groups in a value added way.
Haringey Association of Voluntary and Community Organisations	£78,524	To strengthen the infrastructure of the front line marginalised groups, particularly BAME groups, refugee, migrant and faith groups.
Lifeline Community Projects	£99,907	To provide bespoke capacity building provision to engage organisations that have not been reached in previous ChangeUp programmes.
London Voluntary Service Council	£99,310	To enable organisations to understand the requirements of running a charitable organisation and to establish some basic organisational foundations.
London Youth	£76,021	Strengthen the structure of voluntary sector youth clubs in London and give them the opportunity to network and share best practice to increase the quality of their youth work.
Migrant and Refugee Communities Forum	£70,630	To provide workforce development and infrastructure support to at least 30 BAME organisations in Kensington and Chelsea on governance, fundraising, project delivery, monitoring, evaluation, staff management, structured training.
Neighbourhood Development and Research Project	£100,000	To involve intensive business planning and income generation support for approximately 90 BAME voluntary sector organisations.
Redbridge Refugee Forum	£71,600	To target newly arrived communities and provide an introduction to the UK's community and voluntary sector.
Sikh Welfare Trust	£82,409	To provide support to front-line VCO's , offering a common reference point to understand issues. Gather operational needs, find solutions to common issues and communicate with local regional change-up consortia.
Southall Community Alliance	£47,585	To increase usage and awareness of ICT amongst the BAME sector and use project activities as a vehicle for facilitating networking.
The Consortium of Bengali Associations	£91,665	To improve access to capacity building for frontline Bengali-led voluntary and community organisations and other non-Bengali-led voluntary and community organisations providing support.
The Movement for Reform Judaism	£41,020	To increase the ability of our communities to communicate with existing members and reach out to potential members.
The Positive Place	£20,000	To sustain the national Lay Led Self Management Network Comprising voluntary and not-for-profit organisations including the new national community interest company which are stakeholders or involved in the delivery of self management programmes for people with long term conditions.
The Scarman's Trust -London	£99,100	To employ two field workers with admin support so that they are better able to meet London Can Doers' needs. Creating a more effective and sustainable approach.
Voluntary Action Camden	£70,693	To work with staff and management committees of small BMER community organisations working in the area of mental health to develop their capacity to deliver better service to their users.

In London, the Improving Reach programme is centrally administered at Capacitybuilders. Further information can be found at <http://www.capacitybuilders.org.uk/content/WhoWeFund.aspx>

High level Outcomes:

- Increase in dedicated support services for Improving Reach target groups

- Increase in networking and involvement in ChangeUp structures amongst Improving Reach delivery agencies

9. Consortia Development Fund (CDF) – 1 April 2007 to 31 March 2008

Capacitybuilders announced the Consortia Development Fund in February 2007 and made £7m available to consortia nationwide. The fund is for the period 1 April 2007 to 31 March 2008. The aim of the fund is to ensure that all consortia are “fit for purpose” and have reached basic benchmarks by March 2008. Capacitybuilders published that “by March 2008, each region will have the necessary evidence base, strategies, plans and structure to ‘look outwards’ and negotiate/collaborate with other partners to resource and deliver high quality infrastructure services to frontline third sector organisations”

There should be a commitment to:

- Improving quality and performance
- Incorporating equality and diversity
- A focus on outcomes and impact for frontline organisations
- Accountability and leadership
- Partnership within the sector and between sectors

This fund provides an opportunity for ‘performing’ consortia to demonstrate their achievements while providing extra support to those who need it. Flexibility will be applied wherever possible and existing and similar activity will not need to be repeated but will have to be presented within the consistent Capacitybuilders’ format.

The overall amount awarded in London was £903,700 and the allocation of funding was broken down to each local and sub-region consortia receiving £19,500 the London Regional Consortium £162,700. The regional award covers LRC’s involvement in CDF; consultancy support to local and sub-region on the Consortia Assessment Toolkit; 5 sub-regional events and 2 “mop-up” sessions.

Progress update:

All London consortia have signed up to the CDF and have produced a delivery plan, outlining the activities, milestones, timescales and budget allocation of the fund. As part of the CDF, all consortia were required to undertake the Consortia Development Toolkit. The toolkit is used as a method of self assessing the consortium against 6 benchmarks. These are: Stakeholder engagement; Communication; the Consortium team; skills and knowledge; Mainstreaming equalities and Performance Management using a ‘traffic lights’ system. The toolkit was designed to help consortia define where they are and how they might move forward and a Consortium Development Improvement Plan is produced, stating what improvements the consortium is aiming to meet over the next planning cycle. All consortia have undertaken their self-toolkit assessment days with Capacitybuilders.

LVSC are providing dedicated support to London consortia in fulfilling their obligations under the CDF, including completing their toolkit assessments, business and strategic plans. The ChangeUp Consortia Development Fund Support Officer role complements the roles of the London Regional Manager and the ChangeUp

Policy and Grants Officer. The CDF Support Officer is based at LVSC and contact details are listed in Annexe A.

London consortia are in the process of writing their Strategic Plans and Business Plans. The deadline for local and sub-regional consortia to produce the plans is 31 December 2007 and for the London Regional plans by 31 March 2008. The completed Strategic and Business Plans will be available on the LVSC website. www.lvsc.org.uk after March 2008.

High Level Outcomes

The main outcomes of the Fund are:

- Consortium Development – evidence of operating to minimum standards within Capacitybuilders' framework applied nationally
- Region-wide Consortium Collaboration – evidence of consortia collaboration across region and engagement with key regional and sub-regional public sector agencies
- Strategic Planning to 2014 – creating strategic plans at all levels for period 2008-2014
- Business Planning to 2011 – creating business/action plans at all levels for the period 2008 – 2011

CONCLUSION

This is the first phase of ChangeUp in London. A significant impact of the ChangeUp programme in London has been to bring some synergy and coherence to the complex infrastructure of London by encouraging an increase in partnership working at local sub regional and regional levels. This has been a challenging period, and many consortia members have expressed frustration at different aspects of the ChangeUp programme, particularly the tight timescales, and the focus on consortia development. However, in London we have a functioning structure. The enthusiasm and commitment from the third sector has been instrumental in meeting the objectives and driving the ChangeUp agenda forward.

In total £12.7million will have been invested in London by March 2008. The resources have secured significant changes at local, sub-regional and regional levels. The ChangeUp framework has helped increase the synergy between local and sub-regional work focussing upon what is most effective as well as what is affordable. This has brought about better communication and has provided a catalyst to develop partnership networks of third sector agencies around particular themes/sub-sectors, for example; Children and Young People networks and Faith Forums etc. ChangeUp funding has been utilised to enable the third sector in London to create independent, functioning consortia of voluntary sector groups to develop and deliver services, training and specific projects. The London Regional Consortium believes that this approach has a positive impact on frontline organisations.

There has been a move towards increased partnership working between different infrastructure support organisations with smaller specialist voluntary organisations as well as statutory agencies. The majority of London consortia include statutory agencies as key members. This includes Primary Care Trusts, Local Authorities, Local Strategic Partnerships, Police, etc. These have been important developments, engaging not just the sector but those bodies who have a stake in making the sector stronger, more strategic and more effective.

The London Funders, infrastructure subgroup is working to improve the coherence of how infrastructure support services are funded in London, and is supportive of the ChangeUp agenda.

The ChangeUp consortia model has been used by some as a mechanism to align with several local/regional issues and structures such as the Compact agenda and Local Area Agreements. This has opened opportunities for members to be better engaged and in most circumstances, has got the key stakeholders strategically working together to address local issues.

ChangeUp investment has provided the catalyst into developing a comprehensive dataset, providing intelligence about issues, patterns and trends for every London borough. Comprehensive data was also captured at a regional level and can be used by all consortia.

The Consortia Development Fund has funded a new round of development, charging consortia with reviewing their strategic plans and creating new three year business plans. The development of the strategic plans across the Capital will provide current research and information outlining the priority development areas for frontline groups across the region. The strategic planning creates a platform which will help to

improve the cohesiveness of infrastructure support services and ultimately benefit the front line voluntary sector, and the communities they serve.

This report has been compiled and produced by Bally Dhaliwal, ChangeUp Policy and Grants Officer at London Councils. Also special acknowledgments to Jill Walsh, London Regional Manager, Capacitybuilders, Elizabeth Balgobin, Chief Executive, LVSC, Barbara Nea, ChangeUp Equalities & Human Rights Officer, Race on the Agenda for their valuable contributions.