

## **Barking & Dagenham ChangeUp Business Plan**

### **CONSORTIA DEVELOPMENT FUND**

#### **INFRASTRUCTURE BUSINESS PLAN 2008-11**

**Consortium Name : Barking & Dagenham ChangeUp Consortium**

**Area of Benefit : London Borough of Barking & Dagenham**

**Lead Body : Barking & Dagenham CVS**

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## Summary of Consortium Infrastructure Business Plan 2008-11:

**Vision:** An effective, accessible and sustainable Third Sector in Barking & Dagenham, able to realise its potential responding to need, working together and advocating for change

**Mission:** The Third Sector in Barking & Dagenham will be:  
Sustainable, able to attract its required resources; able to access support and information; recognised, valued and respected; needs led when determining priorities; participatory and collective; able to meet the needs of its users; focused on equality and diversity as paramount to community cohesion; integrated into local economic and social regeneration initiatives; able to effectively use ICT and other appropriate technology; engaged in collaborative working through partnerships and networks; working together to share skills and resources; and actively campaigning on issues affecting communities.

### Key priorities identified:

- A: Strengthening Governance**
- B: Embedding the principles of diversity and equality into all aspects of the Third Sector in Barking & Dagenham**
- C: Research and analysis to inform development for individual VCOs and the Third Sector as a whole**
- D: A sustainable approach to development**

Main outcome	Timeframe
<i>To improve the knowledge and skills around governance for staff, volunteers and trustees of 120 VCOs</i>	April 2008 – March 2011
To improve effective management through improved structures and processes	April 2008 – March 2011
To strengthen local BME organisations	April 2008 – March 2011
To promote partnerships between specialist and generalist forms	April 2008 – March 2011
To undertake Equality Impact Assessments on the Third Sector for race/ethnicity, gender, age and disability	April 2008 – March 2011
To maintain and develop accessible conduits for information between front line and 2 <sup>nd</sup> tier VCOs	April 2008 – March 2011
To disseminate learning from key pilot projects	April 2008 – March 2011
To ensure that research and analysis informs development for individual VCOs and the Sector as a whole	April 2008 – March 2011
To strengthen financial and environmental sustainability	April 2008 – March 2011
To establish effective partnerships	April 2008 – March 2011
To ensure social enterprise is understood and accepted as a realistic option for organisations	April 2008 – March 2011

## **What are the aims and objectives of the Consortium?**

### ***Aim 1: A Third Sector which is sustainable and able to attract its required resources***

#### ***Objectives***

- To improve the knowledge and skills around governance for staff, volunteers and trustees of VCOs
- To develop specific services for VCOs at different levels of development, enabling them to attract resources from within and beyond borough boundaries
- To strengthen both financial and environmental sustainability
- To support the effective development of new VCOs
- To help all VCOs develop access to relevant and appropriate funding streams, such as the Fair Share Trust programme
- To support appropriately robust analysis for new and emerging VCOs, ensuring unmet needs are being identified and encouraging co-operation with others as a way of avoiding unnecessary duplication
- To build and strengthen effective relationships with public agencies, strategically and operationally
- To support VCOs to access adequate and appropriate funding
- To support VCOs to increase the proportion of "earned income" against "grant income"

### ***Aim 2: A Third Sector able to access support and information***

#### ***Objectives***

- To ensure that training accessed by VCOs is needs based and quality assured
- To maintain, develop and promote a Directory of borough-based VCOs
- To support generic organisations to improve their access to communities of interest
- To support the development of appropriate Web-based information
- To ensure access by VCOs to appropriate ICT support and resources
- To design and implement a communications strategy which informs VCOs of appropriate information and support available to them
- To provide back up advice for VCOs wishing to access new or established resources and services
- To lobby public sector bodies and relevant funders to clarify routes and criteria for funding

### ***Aim 3: A Third Sector which embeds the principles of equality and diversity***

- To support generic and "mainstream" organisations to improve access to their services by communities that are traditionally marginalised
- To identify and provide appropriate specialist infrastructure support where needs demand or where targeted provision is needed in a hostile environment
- To promote engagement of all communities with networks and consortia (and vice versa), ensuring transparency and inclusion

- To promote and support volunteering programmes that contribute to social cohesion and economic and social regeneration
- To promote and support partnerships between specialist and generalist infrastructure bodies
- To identify and promote appropriate and sensitive mechanisms for consultation and engagement with all communities
- To ensure that VCOs are representative and reflective of the diverse communities within the borough

***Aim 4: A Third Sector able and willing to network and work collaboratively, both operationally and strategically***

***Objectives***

- To promote and support partnership working as a means of achieving outcomes without loss of sovereignty
- To ensure investment of skill and financial resources to develop partnerships and networks
- To encourage and enable VCOs to work together when applying for funds or service contracts
- To establish and maintain a CEO/Senior Managers network for skill development, sharing good practice and promoting collaborative working
- To establish appropriate cross agency mentoring programmes for VCOs to grow and make strategic alliances
- To broker the development of thematic groups to facilitate strategic alliances, skill development etc towards consortia funding and service delivery applications
- To enable disparate groupings to interact at appropriate levels, eg. assistance with ICT, use of office or meeting space, and information provision
- To audit fora and other networks to ensure relevance, encourage joined up working and promote good practice

***Aim 5: To promote volunteering within Barking & Dagenham***

***Objectives***

- To improve the quality and range of volunteering opportunities
- To increase the number and diversity of volunteers, promoting cohesion and embracing all cultures, faiths and beliefs
- To strengthen civic renewal and engagement
- To encourage the ownership of the Volunteering Strategy within Barking & Dagenham
- To promote accreditation for volunteers and establish leadership programmes within the Third Sector

***Aim 6: A Third Sector which is skilled to be effective and contribute to economic and social regeneration in the borough***

***Objectives***

- To promote professional development within the Third Sector, ensuring access to adequate workforce development resources
- To identify and address barriers to employment and learning opportunities
- To promote awareness of National Occupational Standards for VCO Trustees
- To ensure that social enterprise is understood and accepted as a realistic option for groups serving the needs of their communities
- To promote the learning arising from Barking & Dagenham being a CLAC pilot, ensuring that front line agencies are aware of the developments of CLAC in the borough and ensuring that people with complex needs do not lose out in the new LSC environment of fixed fees
- To develop the skills base within the Third Sector relating to premises management
- To promote and implement a B&D Third Sector premises strategy
- To establish strategic and operational links with the Neighbourhood Strategy in Barking & Dagenham
- To ensure that VCOs are skilled in all aspects of financial management
- To ensure that VCOs are able to demonstrate added value to their work
- To ensure that the Third Sector benefits from community regeneration by encouraging planners and developers to include the needs of Third Sector building provision and ensuring that sub regional and local authority planners have an understanding of infrastructure needs

***Aim 7: A Third Sector able and willing to operate in a changing environment, shaping and participating in the future***

***Objectives:***

- To establish mechanisms for effective scenario planning within the Third Sector as a means to aid forward planning
- To research and analyse the impact of new Government initiatives on the Third Sector and to devise appropriate responses
- To examine cross borough arrangements as a means to build sustainable provision
- To involve a wide range of diverse VCOs, including those in the arts, sport and environment as well as those representing traditionally marginalised communities, to make a strong case about the benefits of involvement in the 2012 Olympics and Paralympics.
- To promote effective and robust research and analysis by the Third Sector as an integral part of strategic planning and service delivery
- To promote and support effective and robust monitoring and evaluation of all service delivery, including impact assessment and outcomes monitoring

***Aim 8: A Third Sector actively campaigning on issues affecting communities***

***Objectives***

- To provide opportunities for VCOs to identify and discuss issues affecting the communities they represent, in a policy as well as a service delivery context
- To promote and defend the Third Sector's independence and autonomy to campaign on issues affecting communities

- To ensure that VCOs have access to local and regional policy makers in order to effectively influence decisions affecting the lives of their members and communities
- To promote and celebrate the diversity of views and interests within the Third Sector, rejecting the false notion of "one voice" for the Sector

***Aim 9: A Consortium that evaluates its effectiveness***

***Objectives***

- To review the Consortium's effectiveness against the objectives set out above
- To have clear communication routes between the Consortium and frontline organisations
- To ensure that the Consortium has strategic links with public sector planners
- To ensure that the Consortium has effective relationships with statutory and non statutory funding bodies
- To ensure that the Consortium appropriately reflects the organisations and communities that comprise the Third Sector in Barking & Dagenham

## **Please provide evidence of 3rd sector frontline need**

### ***A Third Sector which is sustainable and able to attract its required resources***

BASIS application

Is it Seaworthy – assessing and funding the Capacity of Voluntary and Community Organisations (Workforce and Governance Hubs of Expertise)

Building Blocks – developing send tier support for frontline groups (City Parochial Foundation and Trust for London)

Stand and Deliver – the future for charities providing public services (Charity Commission)

Barking & Dagenham 10 year Local Infrastructure Development Plan

Funding and costing workforce and governance development – a resource for the voluntary and community sector (Workforce and Governance Hubs of Expertise)

How to cost and fund ICT (ICT Hub of Expertise)

Consultation with stakeholders - 2007

### ***A Third Sector which embeds the principles of equality and diversity***

Consultation with stakeholders - 2007

Barking & Dagenham Black and Minority Ethnic Voluntary Sector Inclusion Report  
London Sub Sector Report

London's Lesbian Gay Bisexual and Transgender Voluntary and Community Sector  
Infrastructure Development Report (PIP)

Better Together – LSP Community cohesion strategy

### ***A Third Sector able to access support and information***

Mapping Report of ICT requirements in the voluntary and community sector of Barking & Dagenham

ICT Resources available for the Voluntary & Community Sector in Barking & Dagenham

Consultation with stakeholders – 2007

### ***A Third Sector able and willing to network, and/or work collaboratively***

Delivering Choosing Health: Building Capacity for Voluntary & Community Sector Action in Barking & Dagenham – Discussion Paper

Creating a Vibrant Voluntary Sector – Business Plan

Commissioning & Procurement – Report and Toolkit (ELN)

### ***A Third Sector that is skilled to be effective and contribute to economic and social regeneration in the borough***

London Employment and Skills Taskforce for 2012 – An Action plan to maximise employment and skills benefits of the Olympic Games and Paralympic Games in London (LSC/LDA)

Building a world class Third Sector Workforce in East London (LDA, LSC, ELN et al)

A Strategy for Building a world class Third Sector in the London Thames Gateway (London Thames Gateway Third Sector Steering Group)

ChangeUp London Infrastructure Development Plan

***A Third Sector Able and Willing to Operate in a Changing Environment***

Living Values – a report encouraging boldness in Third Sector organisations (Esmee Fairbairn)

Risks and Opportunities for the Third Sector in the 2012 Olympic Games and Paralympic Games (London Civic Forum)

Individual Budgets - Joseph Rowntree Research (current)

## **What are the outcomes and long terms changes that your Consortium intends to bring about?**

### ***A sustainable Third Sector which is able to attract its required resources***

- Improved knowledge and skills around governance issues for staff, volunteers and trustees of 500 local VCOs
- National Occupational Standards for Third Sector trustees known to and integrated into the daily life of VCOs
- An annual 'State of the Sector' report identifies achievements and contributions, and analyses the needs and requirements of the Third Sector locally
- More effective management through improved structures and processes of VCOs
- Risk assessment and management understood and practiced by VCOs
- VCOs more actively participating in strategic partnerships, local initiatives and consultations, and have a greater role in influencing local and sub regional policy
- VCOs more aware of services and resources available and how to access them
- Volunteering Strategy promoting active citizenship implemented and owned by VCOs in Barking & Dagenham
- VCOs understand income diversification and have funding strategies that relate to their size and development plans
- Third Sector development based on need and relevance
- Neighbourhoods part of the framework of Third Sector provision in the borough, operating sustainable policies and integrated within a wider development strategy
- VCOs and funders engaged in meaningful dialogue about the ability to assess the cost of capacity in VCOs

### ***Principles of equality and diversity embedded within the Third Sector***

- BME and other VCOs representing diverse communities able to access mainstream capacity building programmes
- Specialist and generalist networks strengthened and used as vehicles to engage communities of interest to work together to share expertise and inform and shape the Third Sector
- A more inclusive Third Sector, with a greater awareness of institutional barriers to inclusion and diversity, and of practical strategies to address these barriers

### ***Support and Information accessed by VCOs***

- A hub of training services developed, enabling VCOs to have ease of access to training and support and encouraging quality assured training provision
- Relevant directories and web-sites up to date and utilised by VCOs
- Statutory and non statutory funders involve VCOs in the design of relevant and transparent application processes

### ***Partnerships and Networks established***

- Mentoring programmes established appropriate to different stages of development for VCOs and which promote collaborative working

- VCOs tendering for contracts do so in a competent manner reflecting their skill and capacity so to do
- CEO/Senior Managers network established facilitating practice sharing, partnership working and an ability to influence at a strategic level

***Third Sector can and is seen to contribute to economic and social regeneration***

- VCOs able to articulate their outcomes in terms of social and economic regeneration
- VCOs able to demonstrate added value and 'closeness' to users of their services
- The Third Sector demonstrates contribution to economic and social regeneration strategically
- The Advice Sector (specialist and generic) represented at a strategic level
- Town and environment planners consider the needs of communities and VCOs when planning and developing new 'estates'
- VCOs skilled to manage premises
- Undertakings reflected in the local Compact incorporated into the processing of applications, leases, rents and development of buildings as community assets
- The Neighbourhood Strategy implemented in the borough

***Third Sector open to change and development***

- Fora established for scenario planning, informing Third Sector development as well as public sector partners and non statutory funders
- Barking & Dagenham plays its full part in 2012, including volunteer involvement, social cohesion, and where appropriate being part of the supply chain
- The Consortium includes VCOs and networks representing arts, sport and the environment

## **Who are your beneficiaries and stakeholders and how were they involved in the process?**

Please include all front line organisations, public sector partners including groups serving the 'equality strands' i.e. age, disability, Black and Minority Ethnic [including refugee], women, lesbian, gay, bisexual and transgender [LGBT] and faith within your geographical area of benefit.

Front line organisations were intimately involved in the original consultation leading to the IDP. This has been regularly reviewed and reports were provided and considered as part of this Plan.

In addition, one to one interviews held in October and November with:

- Local Authority officers
- Community Accountancy Project
- Volunteer Bureau
- Training Providers Network
- BME Forum
- Ethnic Minority Partnership Agency (EMPA)
- DABD (uk)
- Barking & Dagenham Neighbourhoods Worker
- Community Empowerment Network
- Harmony House
- Age Concern Barking & Dagenham
- African Youth League
- London North East Community Foundation
- Primary Care Trust
- Barking & Dagenham CVS
- ChangeUp worker for Barking & Dagenham

The issues and priorities concerning 'equalities' were considered during interviews with representatives of the BME Forum, EMPA (BME) , Age Concern (older people), DABD (disability), Kairos in Soho (sub sector, LGBT). Issues concerning neighbourhoods were identified during the course of the interviews identified above.

Drafts circulated for comment and challenge to the list above and the wider ChangeUp Consortium, and a Consortium meeting to discuss and amend drafts.

Desk research: Barking & Dagenham IDP, Reports, application to BASIS, and findings from the self assessment event.

PCT discussion documents, Building Blocks, Stand and Deliver, London Sub Sector Report, National Hubs of Expertise in Governance, Workforce Development and ICT, ELN draft strategic plan.

**Please provide a summary description of the projects identified and match against stated objectives:**

The Consortium has prioritised 4 overarching strands for its work over the next three years. In determining these priorities it has identified the specific needs of the Third Sector locally against its understanding of the resources available to it. The priorities are themselves cross cutting and will be included as criteria for effectiveness in our monitoring and performance review. We recognise that other needs and opportunities may arise that do not fall within these 4 priorities, and will need to be considered by the Consortium at the appropriate time. The 4 priorities are:

- A. Strengthening governance
- B. Embedding the principles of diversity and equality into all aspects of Third Sector life in Barking & Dagenham
- C. A rigorous approach to research and analysis, informing development for VCOs and the Third Sector as a whole
- D. A sustainable approach to development

**Priority A: Strengthening Governance.**

Objective	Project
<p><b>To improve the knowledge and skills around governance for staff, volunteers and trustees of VCOs:</b></p>	<ul style="list-style-type: none"> <li>• Annual governance and organisational development training programme</li> <li>• Action learning sets for Chairs of VCOs</li> <li>• Mentoring programme for trustees, including management, finance, business planning, chairing skills</li> <li>• Networking outreach themed events</li> <li>• e-bulletin/ mailing to VCOs and blog/ discussion board</li> <li>• Maintenance of community library and resource centre</li> <li>• Research into the recruitment and retention of trustees</li> <li>• Succession planning for Boards</li> </ul>

Objective	Project
<p><b>To improve effective management through improved structures and processes</b></p>	<ul style="list-style-type: none"> <li>• Organisational health checks</li> <li>• Outreach programme providing 1:1 support for governance and organisational development, particularly for marginalised groups</li> <li>• ‘Strong leadership’ training and workshops</li> </ul>

**Priority B: Embedding the principles of diversity and equality into all aspects of Third Sector life in Barking & Dagenham**

Objective	Project
<p><b>To support generic and mainstream VCOs to improve access to their services by communities that are traditionally marginalised</b></p>	<ul style="list-style-type: none"> <li>• Undertake a comprehensive mapping of a) the BMEVS; b) refugee and asylum seeker communities; and c) migrant/newly arrived communities as a basis for future development</li> <li>• Identify case studies of good practice on engaging with BMEVS and distribute to relevant organisations</li> <li>• Monitor uptake of services by BME and traditionally marginalised communities</li> <li>• Promote the use of the BME Inclusion Toolkit to 2<sup>nd</sup> tier VCOs</li> <li>• Commission independent annual Equalities Impact Assessments on the Third Sector, including staff and Trustees, to ascertain levels of inclusiveness and to make recommendations on identified areas of concern</li> <li>• Build closer linkages and partnership between specialist Umbrella organisations</li> <li>• Undertake a programme of events to promote stronger relationships with mainstream organisations</li> <li>• Produce an overall development plan for the BMEVS</li> </ul>

**Priority C: A rigorous approach to research and analysis, informing development for VCOs and the Third Sector as a whole**

Objective	Project
<p><b>To promote research and evaluation as an integral part of service delivery and strategic planning</b></p>	<ul style="list-style-type: none"> <li>• A programme of research and analysis based on outcomes monitoring and impact assessment, leading to an Annual State of the Sector report</li> <li>• Research into the contribution of the Sector on social and economic regeneration</li> <li>• Analysis and dissemination from 'national pilots' undertaken in Barking &amp; Dagenham,</li> </ul>

	<p>e.g. CLAC, Individual Budgets</p> <ul style="list-style-type: none"> <li>• Focus groups with VCOs to determine whether ChangeUp outcomes being achieved</li> <li>• Research and analysis of the impact on independence of contract funding</li> <li>• Research and analysis of the impact on the Third Sector of individuals managing their own budgets</li> </ul>
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**Priority D: A sustainable approach to development**

Objective	Project
<p><b>To strengthen both financial and environmental sustainability</b></p>	<ul style="list-style-type: none"> <li>• Training and support programme for VCOs on managing finances more effectively, increasing the proportion of earned income against grant income and building partnerships with others to tender for public service contracts</li> <li>• Programme to enable local public sector and non-statutory funders to understand the constraints and contribution that VCOs make, clarifies application processes and facilitates dialogue between funders and VCOs</li> <li>• Networking events with VCOs, funders, and the statutory sector</li> <li>• e-bulletin/mailings for local VCOs</li> <li>• Training and support programme for VCOs in partnership working</li> <li>• CEO/Managers network for practice sharing and identifying opportunities for joint work</li> <li>• Support to VCOs on effective fundraising</li> <li>• Training and support programme for VCOs on demonstrating added value, closeness to service users, risk assessment and full cost recovery</li> <li>• Commissioning guidance developed</li> <li>• Income generation toolkit developed, including how to generate earned income</li> <li>• Support programme for social enterprises</li> </ul>

Objective	Project
<p><b>To contribute to economic and social regeneration in the borough</b></p>	<p><b>Workforce Development</b></p> <ul style="list-style-type: none"> <li>• Leadership programme for VCO staff and trustees</li> <li>• Promote full cost recovery models for workforce development within the Third Sector</li> <li>• Training for development workers around costing workforce development</li> <li>• Mentoring programme for VCO staff</li> <li>• Promotion of National Hub of Expertise on Workforce Development's document on how to cost WFD</li> </ul> <p><b>Premises</b></p> <ul style="list-style-type: none"> <li>• Design and implement a Third Sector premises strategy, incorporating signposting and promotion of free advice and support</li> <li>• Create and maintain a Third Sector resource centre</li> <li>• Promote community asset management as a viable local option</li> <li>• Lobby planners and developers to include the needs of Third Sector building provision</li> <li>• Determine the impact of the 2012 Olympic and Paralympic Games on the cost and availability of premises in the borough</li> </ul>

**Please provide details of research into any similar or related services or projects provided by other organisations:**

Consortium members represent a wide range of knowledge and expertise and have identified aims and objectives which are pertinent to Barking & Dagenham. Many of the issues, taken in broad heading terms, will reflect those of other areas, but priorities have been drawn from the needs of front line groups identified through on-going contact, 1:1 interviews identified above and analysis of the external environment in Barking & Dagenham.

In addition to the research and reports identified in 'evidence' we have drawn on:  
 Priority Sub-sectors for Infrastructure Support LVSC on behalf of LRC July 2007  
 PEGS and Priorities identified at the Barking & Dagenham Consortium Away Day Event, August 2007

Research and reports produced by the National Hubs of Expertise in Governance, Workforce Development and ICT

## What are the key targets that you plan to achieve within each of the three years?

### Strengthening governance: Improving knowledge and skills

Year	Project	Target
2008-2009	Governance and organisational development training programme	40 VCOs
2009-2011		40 VCOs annually
2008-2009	Action learning sets for Chairs of VCOs	15 VCOs
2009-2011		15 VCOs annually
2008-2009	Mentoring programme	10 individuals
2009-2011		10 annually
2008-2009	Networking themed events	2
2009-2011		2 annually
2008-2009	E-bulletin/mailings	4
2009-2011		4 annually
2008-2011	Maintainance of community library	4 updates annually
2008-2009	Research into recruitment and retention of trustees	Report published, & recommendations
2008-2009	"Succession Planning" training for Boards	1
2009-2011		1 annually

### Strengthening governance: Improved management through structures and processes

Year	Project	Target
2008-2009	Organisational health checks	10
2009-2011		20 annually
2008-2009	1:1 support for governance and organisational development particularly for marginalised groups	30
2009-2011		30 annually
2008-2009	Developing Strong Leadership programme	1 training & 2

2009-2011		workshops 1 training & 2 workshops annually
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**Embedding the principles of diversity and equality into all aspects of Third Sector life in Barking & Dagenham**

Year	Project	Target
2008-2009	Mapping of BMEVS, refugee and asylum seeker communities, migrant/newly arrived communities	Report published
2009-2011	Mapping updated annually	Annual report
2008-2011	Identify case studies of good practice	Annual report
2008-2011	Annual Equalities Impact Assessments on Third Sector, covering race/ethnicity, gender, age and disability	Annual report
2008-2011	Programme of events to promote stronger relationships with mainstream organisations	3 events annually
2008-2009	Specialist networks act as brokers for consultation with front line groups	2 consultation events
2009-2011		3 consultation events annually

**Research & analysis informing development for VCOs and the Third Sector as a whole**

Year	Project	Target
2008-2011	Programme of research & analysis leading to annual State of the Sector report	Report published annually
2008-2009	National pilots analysed (CLAC, IBs)	Report published
2008-2011	Focus Groups of VCOs to assess progress against ChangeUp targets	3 events annually
2008-2011	e-bulletin/mailings	Quarterly
2008-2011	website & blog/discussion board maintainance	
2008-2009	Third Sector contribution to social & economic regeneration	Indicators agreed December 08

2009-2011		Annual report
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**A sustainable approach to development**

<b>Year</b>	<b>Project</b>	<b>Target</b>
2008-2009	Training & support programme on financial management	4 events
	Networking events with VCOs, funders and statutory sector	2 events
	e-bulletin/mailings	Quarterly
	Training & support programme on partnership working	3 events
	VCO CEO/Managers network	3 events; enetwork
	Training & support programme on demonstrating added value	2 events
	Commissioning guidance developed and disseminated	
	Income generation toolkit developed	
	Training & support programme on social enterprise	3 events

**Please provide a risk assessment of the business plan:** [including how risks will be contained and mitigated]

**Our priorities have been determined on the basis of capacity as well as identification of need**

**Strengthening governance:**

Description of risk	Impact	Probability	Existing controls and action required to mitigate the risk	Lead Body
VCOs may be unwilling to prioritise	Low	Medium	Development workers contact with groups; reputation of delivery agents; reputation of ChangeUp consortium; funding for much of work already obtained	CVS, EMPA, DABD, Consortium
Breakdown of communication/ goodwill within networks & communities	High	Low	Build on relationships between senior officers and key 2 <sup>nd</sup> tier organisations	CVS, Consortium
Consultation takes place with individual front line groups rather than through networks	Medium	Medium	Representation to statutory sector to utilise networks	CVS, Consortium
Networks have insufficient capacity/leadership to deliver on brokerage role	High	Medium	Capacity building support provided to networks and fora	CVS, EMPA, Age Concern, DABD, Consortium

**Annexes** [templates to be provided in due course for all items marked with \*]

1. Milestones and targets for what will be achieved within a set timetable\*
2. Which organisations are likely to manage and/or lead the projects?
3. Summary of how the organisations will monitor the outputs and outcomes\*
4. Summary of consortium costs showing aggregate costs for identified projects\* [budgets for each priority project will have been drawn up and kept by the consortium but do not need to be attached to the business plan]
5. Estimated staff requirements [including the skills of main people involved in the projects]
6. Summary of a fund-raising plan with important dates\*

7. Summary of a marketing plan with important dates\*
8. Consortium structure
9. Track record of delivering similar projects
10. Summary of the consortium membership

**It is an essential requirement to include EACH of these 10 appendices.**

**CONSORTIA DEVELOPMENT FUND  
BUSINESS PLAN 2008-11**

**Annexe 1  
Milestones and targets template**

This annexe should refer to the key targets described on page 12 of the business plan template.

<b>Key target</b> 1. Annual governance and organisational development programme for 40 groups per year	2008-09
Identify delivery staff Design programme material Plan training timetable Plan publicity and marketing timetable: implement Identify and book venues Outreach to VCOs Links with EMPA, BME Forum and other networks Establish booking system Design monitoring and feedback system	Quarter 1 08/09
Deliver 1 seminar Collate and review monitoring information Review programme material – make adjustments On-going publicity	Quarter 2 08/09
Deliver 1 seminar as above	Quarter 2 08/09
Deliver 1 seminar as above	Quarter 3 08/09
Deliver 1 seminar as above	Quarter 4 08/09
Evaluate overall effect – review programme; feed in to reporting system	Quarter 4 08/09
Develop and deliver programme	2009 –

	2011
2. Annual Governance Action Learning Sets for 15 groups per year	08-09
<p>Identify delivery staff  Confirm parameters for Action Learning process  Prepare programme material  Plan timetable  Plan publicity and marketing timetable – implement  Discuss with potential participants: Chairs  Link with VCOs, EMPA, BME Forum and other networks  Establish booking system  Design monitoring and feedback system</p> <p>Deliver 1 event  identify learning needs and negotiate approach with learners  Collate monitoring information  Identify learning agenda for 2<sup>nd</sup> event  Prepare for 2<sup>nd</sup> event</p> <p>Deliver 1 event  as above</p> <p>Evaluate against learning needs identified; review programme for year 2 – and a new group; contribute to overall reporting system</p> <p>Develop and deliver programme</p>	<p>Quarter 1  08/09</p> <p>Quarter 2  08/09</p> <p>Quarter 3  08/09</p> <p>Quarter 4  08/09</p> <p>2009-2011</p>
3. Mentoring Programme for trustees including management, finance, business planning, Chairing skills	2008-09
<p>Identify delivery staff  Draft programme  Link with VCOs  Link with networks  Promote to trustees  Establish learning contracts with 10 individuals  Establish monitoring and feedback system</p> <p>Deliver mentoring programme  Link with support services for specialist input  collate monitoring information</p>	<p>Quarter 2  2008/09</p> <p>Quarter 3  2008/09</p>

Review monitoring information to inform next year programme	Quarter 4 2008/09
Deliver mentoring programme As above	Quarter 3 2009/10
Deliver mentoring programme As above	Quarter 4 2010/11
Evaluate effectiveness of programme: <ul style="list-style-type: none"> <li>• for individuals</li> <li>• for organisations</li> <li>• as a programme approach</li> </ul>	Quarter 4 2010/11

4. Networking Outreach themed events	2008-09
Identify delivery staff Confirm event programme Identify speakers Plan event timetable Plan publicity and marketing timetable: implement Identify and book venues (and catering) Produce programme and event materials Outreach to VCOs Link with networks Establish booking system Design monitoring and feedback system	Quarter 2 08/09
Deliver 1 event Collate monitoring Review monitoring Review programme and make adjustments On-going publicity	Quarter 3 08/09
Deliver 1 event as above	Quarter 4 08/09
Evaluate against objectives; review programme for year 2; contribute to overall reporting system	Quarter 4

5. Maintenance of community library	2008/09
Stock take and evaluate current material Mailing to VCOs to inform them what is available and how to access, and ask what would be of use Update links with National Hubs, NACVS, LVSC etc Update links with local authority and PCT	Quarter 1 2008/09  on-going

Invite VCOs to recommend resources to be held in the library	
Send annual update and request for useful information Invite comment on use and value of resource	Quarter 1 2009/10
Amend approach where possible	Quarter 2 2009/10

6. Research into recruitment and retention of trustees	2008/09
Identify delivery staff	Quarter 1 2008/09
Map through questionnaire VCO experience of recruitment and retention of trustees	
Set up interviews with VCOs that have: <ul style="list-style-type: none"> <li>• little difficulty – to learn why</li> <li>• most difficulty – to learn why</li> </ul>	Quarter 2 2008/09
Desk research to learn of others' experience	
Link with Volunteer Bureau	
Identify the use of Volunteer Bureau and other organisations experience as sources of trustees	
identify barriers and enablers to participation	
Interim report	Quarter 3 2008/09
Event to discuss findings	
Final report published and disseminated	Quarter 4 2008/09
Recommendations taken forward by relevant parties	Quarter 1 2009/10

7. Raise awareness and inform about governance skills and knowledge through e-bulletin/mailings and web-based discussion board	2008-09
Identify delivery staff	Quarter 1 08/09
Collate information about programmes and events concerning governance skills and knowledge	
Prepare contributions to e-bulletin, blog and discussion board	
invite contributions from front line organisations	
Confirm bulletin timetable	
Produce bulletin: collate, edit e-bulletin publish	Quarter 2 08/09

disseminate prepare update of web site invite feedback	Quarter 3 08/09
Produce bulletin as above	Quarter 4 08/09
Produce bulletin as above	Quarter 4 08/09
Review contributions, collate feedback, contribute to overall reporting system	Quarter 4 08/09
Develop and deliver quarterly mailing	2009-2011

8. Promote effective management through organisational health checks	2008-09
Identify delivery staff Identify toolkits Confirm programme material Promote programme Outreach to VCOs Link with networks Link with local commissioners Identify 10 groups to participate in year 1 Design monitoring and feedback system	Quarter 1 08-09
Provide 1-1 support up to 3 groups Collate monitoring information review monitoring information review approach to providing 1-1 support	Quarter 2 08/09
Provide 1-1 support up to 4 groups as above	
Provide 1-1 support up to 3 groups	Quarter 3 08/09
Evaluate impact – contribute to overall monitoring Review timetable and programme for 1-1 support Publicise for up to 20 groups annually	Quarter 4 08/09

9. 1-1 Support for governance and organisational development for 30 groups - particularly for marginalised groups	2008/09
Identify delivery staff Link with networks to publicise the programme Confirm programme material Promote programme Outreach to neighbourhood based groups Link with local commissioners	Quarter 1 2008/09
Identify 30 groups to participate in year 1 Negotiate learning needs and contracts for engagement Design monitoring and feedback system	Quarter 2 2008/09
Collate monitoring information review monitoring information review approach to providing 1-1 support	Quarter 3 2008/09
Provide 1-1 support up to 30 groups as above	Quarter 1, 2
Provide 1-1 support up to 30 groups as above	3 2009/10
Evaluate impact – contribute to overall monitoring Review timetable and programme for 1-1 support Publicise for up to 20 groups annually	Quarter 1,2, 3 2010/11

10. Developing Strong Leadership Programme	2008-09
Identify delivery staff Confirm course material Confirm programme comprising 1 training event and 2 follow up workshops Identify target audience Publicise Establish booking system Design monitoring and feedback mechanism	Quarter 1 08/09
Deliver 1 training event Collate monitoring information Review monitoring information to inform follow up workshops	Quarter 2 08/09
Deliver 1 workshop	Quarter 3

Collate monitoring information Identify learning needs	08/09
Deliver 1 workshop Collate monitoring information	Quarter 4 08/09
Evaluate effectiveness, review material, review publicity; contribute to overall monitoring	Quarter 4 08/09

<b>11. Comprehensive mapping/needs analysis of BMEVS</b>	
Identify delivery staff Interrogate database Link with EMPA, BME Forum, Refugee Forum and other relevant networks Link with commissioners Design research framework Identify questionnaire, focus group, individual interview format Desk research for local, sub-regional and regional material	Quarter 1 08/09
EMPA publicise research to members, forward questionnaires, and host meetings Hard and soft intelligence collated	Quarter 1 08/09
Interim findings written Interim findings tested with a focus group	Quarter 1 08/09
Report produced	Quarter 1 08/09
Findings communicated to those organising training programmes, commissioners, and to BME network and front line organisations	Quarter 2 08/09
Monitoring of uptake of generalist services by BMEVS refined Promote BME Inclusion Toolkit to 2 <sup>nd</sup> tier VCOs	Quarter 4 08/09
Annual update	Quarter 3 2009-2011

<b>12. Identify Case Studies of Good Practice</b>	
Identify delivery staff Identify type of examples required Inform colleagues	2008/09 Quarter 1 2008/09

<p>Link with networks e-bulletin/ mailing informing VCOs what is being sought Create template Encourage contacts, networks etc to ask or identify good practice examples through their usual work</p>	
<p>Collate and analyse Report and disseminate</p>	<p>Quarter 2 2008/09</p>
<p>As above</p>	<p>Quarter 1 2009/10</p>
<p>As above</p>	<p>Quarter 1 2010/11</p>

<p>13. Equalities Impact Assessment on the Sector: Determining levels of inclusion</p>	<p>2008-09</p>
<p>Identify delivery staff Liaise with leads in the field each concerning race/ethnicity, gender, age and disability Determine criteria for inclusion Identify core areas Identify specific question areas for each assessment Prepare topic guides for focus groups and individual interviews Prepare questionnaires</p>	<p>Quarter 1 08/09</p>
<p>4 separate assessments: one for each area identify potential case studies – request permission to use collate findings identify core issues affecting inclusion identify 'area specific' issues affecting inclusion</p>	<p>Quarter 3 08/09</p>
<p>Prepare interim findings Event to discuss findings</p>	<p>Quarter 4 08/09</p>
<p>Produce report: providing a baseline for future assessments Report and advocate findings to relevant organisations</p>	<p>Quarter 4 08/09</p>
<p>As above annual update</p>	<p>Quarter 1,3, 4 2009-2011</p>

14. Build closer links between specialist and mainstream organisations	2008-09
Identify delivery staff Telephone and individual interviews conducted with network leads Link with local commissioners Plan event Identify speakers Establish booking system Design monitoring and feedback system Promote event	Quarter 2 08/09
Deliver 1 event collate monitoring information review monitoring information	Quarter 3 08/09
Prepare and disseminate event Findings Contribute to overall monitoring and State of the Sector report	Quarter 4 08/09
Deliver 2 events as above	Quarter 1 and 3 2009-2011
15. Specialist networks act as brokers for consultation	2008-09
Identify delivery staff Liaise with Local Authority and PCT re upcoming consultations Liaise with network lead bodies Identify particular contribution of each network e.g. BME perspective, disability perspective etc Agree timetable with consulting body and network(s) Agree means of consulting with front line groups with network lead bodies Agree monitoring – to learn about the process	Quarter 1 08/09
Consult with front line groups through Networks Collate findings Monitor the process of consulting using this method Collate findings	Quarter 3 08/09
Consult with front line groups through Networks as above	Quarter 4 08/09
Refine programmes for consultation for three events 3 Consultations annually	Quarter 1 2009/10 2009-2011

16. A Programme of research & analysis leading to annual State of the Sector Report	2008/09
Identify delivery staff	Quarter 1 2008/09
collate and analyse monitoring and feedback from all programmes Link with networks	
Interim report	Quarter 2 2008/09
Link with local authority establish indicators for social and economic regeneration	Quarter 3 2008/09
Research to identify the contribution of the Sector on social and economic regeneration in Barking & Dagenham	Quarter 4 2008/09
Combine earlier findings with contribution to social and economic regeneration Report	Quarter 1 2009/2010

17. National Pilots Analysed	2008/09
analysis and dissemination from national pilots occurring in Barking & Dagenham – CLAC pilot; Individual Budget work	Quarter 1 2008/09
Identify new areas of work being undertaken by organisations in B&D Link with host agency Disseminate	on-going 2010 2011

18. Assessing Progress Against Targets	2009/09
identify delivery staff Plan focus group timetable Identify and book venues Link with Networks Links with local commissioners Prepare Papers with ChangeUp targets – circulate prior to event Identify speakers	Quarter 1 2008/09
Focus group to examine progress against targets	Quarter 2 2008/09
Focus group to examine progress against targets	Quarter 3

as above	2008/09
Focus group to examine progress against targets as above	Quarter 4 2008/09

19. Training & support programme on financial management	2008/2009
Identify delivery staff Confirm course material Plan seminar timetable Plan publicity and marketing timetable – implement identify and book venues outreach to VCOs Links with networks Links with local commissioners Establish booking system Establish monitoring and feedback system	Quarter 1 2008/09
Deliver seminar collate monitoring information review monitoring information review course material, make any adjustments on-going publicity	Quarter 2 2008/09
Deliver seminar as above	Quarter 3 2008/09
Deliver seminar as above	Quarter 4 2008/09
Deliver seminar as above	Quarter 1 2009/10

20. Network events with funders, elected members and other relevant policy makers	2008-09
Identify delivery staff Liaise with officers from Local authority and PCT Liaise with non statutory funders Draw on National Hubs resources on costing workforce development, governance and ICT to inform programme Develop programme	Quarter 2 2008/09

Promote through networks and via bulletin design monitoring and feedback	
Deliver 1 event collate monitoring review programme for future events	Quarter 3 2008/09
Deliver 1 event as above	Quarter 3 2009/2011

21 Training Programmes for Effective Partnership working	2008/09
Skills development for VCOs Liaise with key workers to identify triggers for engaging in partnership among VCOs Draw together case study material Confirm programme material Plan timetable	Quarter 2 2008/09
Promote to groups through networks, particularly marginalised communities establish booking system Design monitoring and feedback system	Quarter 3 2008/09
Deliver 1 training event collate monitoring information Review monitoring information – amend programme/identify issues to be addressed at a strategic level	Quarter 4 2008/09
Deliver 1 training event	Quarter 4 2009-2011

22. Establish VCO CEO/Managers Network	2008-09
Establish as a learning set/opportunity to network Liaise with CEOs to identify areas of interest and preferred method of working Liaise/refer to commissioners concerning potential areas for tendering Design programme Identify and book venues/catering design monitoring and feedback system – content and process	Quarter 2 2008/09
Deliver event collate monitoring information	Quarter 4

Review monitoring information – use to amend future programmes; and to identify issues to be addressed at a strategic level	2008/09
Deliver event as above	Quarter 4 2009-2011

23 Training & Support Programme on Demonstrating Added Value	2008-09
Liaise with community accountancy service Design programme to include financial planning, risk assessment and management, identifying value added aspects of organisation Identify groups through networks, training events, 1:1 contact Establish booking system Design monitoring and feedback system	Quarter 1 2008/09
Deliver 2 training events to cover all aspects identified collate monitoring information utilise monitoring information to inform any 1-1 support requirements review course material – make adjustments	Quarter 2 2008/09
deliver 2 training events as above	Quarter 2 2009-2011

24.Commissioning Guidance	2009-10
Identify delivery staff Link with PCT and local authority	Quarter 1 2008/09
collate feedback from training, mentoring and other programmes to determine style of guidance	
desk research interviews with key staff draft framework focus group to determine content and ‘user friendliness’ of framework	Quarter 2 2008/09
develop guidance	Quarter 3 2008/09
launch	

disseminate follow up training programmes	Quarter 4 200/09
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25. Income generation toolkit developed	2008/09
Identify delivery staff Link with social enterprise, Community Development Foundation Link with networks Collate feedback from training, mentoring and other programmes to determine style of toolkit	Quarter 1 2008/09
desk research interviews with key staff draft framework focus group to determine content and 'user friendliness' of toolkit	Quarter 2 2008/09
develop toolkit	Quarter 3 2008/09
launch disseminate follow up training programmes	Quarter 4 200/09

26. Training & support programme on social enterprise	2008/09
Identify delivery staff Confirm programme material Plan timetable Promote to VCOs through networks, particularly marginalised communities establish booking system Design monitoring and feedback system	Quarter 1 2008/09
Deliver 1 training event collate monitoring information Review monitoring information – amend programme/identify issues to be addressed at a strategic level	Quarter 2 2008/09
Deliver 1 training event as above	Quarter 2 2008/09
Deliver 1 training event as above	Quarter 3 2008/09

Deliver 1 training event as above	Quarter 4 2008/09
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**Consortia Development Fund  
Business Plan 2008-2011**

**Annexe 2  
Organisations likely to manage and/or lead the projects?**

<b>Project</b>	<b>Lead Organisation</b>
Governance & organisational development training programme	B&D CVS
Action learning for Chairs	B&D CVS
Mentoring programme for Trustees	B&D CVS
Outreach themed events	B&D CVS
E-bulletin/mailings web based discussion board	B&D CVS
Organisational development outreach 1:1	B&D CVS
Strong leadership training & workshops	B&D CVS
Mapping of BMEVS, refugee & asylum seeker communities and migrant/newly arrived communities	B&DCVS, EMPA, B&D Refugee Network, Harmony House
Equalities Impact Assessment	Independently outsourced through Consortium
Partnership between umbrella specialist organisations	B&D CVS, DABD (uk), EMPA, Age Concern
Research programme	B&D CVS
Financial sustainability	ACE, B&D CVS, London North East Community Foundation, LBBB
Workforce development	B&D CVS, DABD (uk)
Premises	B&D CVS, LBBB

**CONSORTIA DEVELOPMENT FUND  
BUSINESS PLAN 2008-11**

**Annexe 3  
Monitoring template**

Please describe the methodology you will use for monitoring the projects described in the business plan.

For example

Project	Methodology
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Governance and organisational development training programme	All participants complete introductory form which includes questions to assess baseline position and an evaluation form following each event or intervention. Information is logged on to database to measure take-up of events and distance travelled by participants. Monitoring informs capacity building programmes and State of the Sector reports. All information used to inform future developments
Programme for trustees	All participants complete introductory form which includes questions to assess baseline position and an evaluation form following each event or intervention. Information is logged on to database to measure take-up of events and distance travelled by participants. Monitoring informs capacity building programmes and State of the Sector reports. All information used to inform future developments
Outreach programme for governance and organisational development	All participants complete introductory form which includes questions to assess baseline position and an evaluation form following each event or intervention. Information is logged on to database to measure take-up of events and distance travelled by participants. Monitoring informs capacity building programmes and State of the Sector reports. All information used to inform future developments
Strong Leadership training and workshops	All participants complete introductory form which includes questions to assess baseline position and an evaluation form following each event or intervention. Information is logged on to database to measure take-up of events and distance travelled by participants. Monitoring informs capacity building programmes and State of the Sector reports. All information used to inform future developments
Mapping of BMEVS	Consortium will agree a work programme with BME Forum and EMPA Sub group will be established to oversee delivery
Mapping of refugee & asylum seeker communities	Consortium will agree a work programme with Refugee Forum and EMPA Sub group will be established to oversee delivery
Mapping of migrant/newly arrived	Consortium will agree a work programme with BME Forum, Refugee Forum and EMPA Sub group will be established to oversee delivery

communities	
Equalities Impact Assessment	<p>Consortium sub group will produce brief for independent commission</p> <p>Invite tenders</p> <p>Interview applicants</p> <p>Award contract</p> <p>Agree milestones</p> <p>Progress against milestones monitored by meeting researcher</p> <p>Sub group sign off final report(s)</p> <p>Sub group ensure recommendations taken forward through wider Consortium</p>
Partnership between specialist umbrella organisations	<p>All participants complete introductory form which includes questions to assess baseline position and an evaluation form following each event or intervention.</p> <p>Information is logged on to database to measure take-up of events and distance travelled by participants.</p> <p>Monitoring informs capacity building programmes and State of the Sector reports.</p> <p>All information used to inform future developments</p>
Programme of research	<p>Consortium sub group produce brief for research components including milestones</p> <p>Progress against milestones monitored by meeting researcher</p> <p>Sub group sign off final report(s)</p> <p>Sub group ensure recommendations taken forward through wider Consortium</p>
Building for financial sustainability	<p>Contract with ACE re components of programme</p> <p>Line management with B&amp;D CVS named officer</p> <p>Progress against targets reviewed each quarter</p>
CEO/Managers Network	<p>All participants complete introductory form which includes questions to assess baseline position and an evaluation form following each event or intervention.</p> <p>Information is logged on to database to measure take-up of events and distance travelled by participants.</p> <p>Monitoring informs capacity building programmes and State of the Sector reports.</p> <p>All information used to inform future developments</p>
Workforce development	<p>Training to promote full cost recovery models:</p> <p>All participants complete introductory form which includes questions to assess baseline position and an evaluation form following each event or intervention.</p> <p>Information is logged on to database to measure take-up of events and distance travelled by participants.</p>

	<p>Monitoring informs capacity building programmes and State of the Sector reports. All information used to inform future developments</p> <p>Mapping of Sector baseline: Consortium will agree a work programme with public sector commissioners and North East London Community Foundation Sub group will be established to oversee delivery Review against milestones</p>
Premises	<p>Consortium established sub group to liaise with local authority officers work plan established progress against targets reviewed each quarter</p>

**CONSORTIA DEVELOPMENT FUND  
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**Annexe 5**

**Estimated Staff Requirements (including skills of main people involved in the projects)**

**ChangeUp Worker**

A member of the CVS Development Team and managed by a full time Development Manager. The post is part time. Their role is primarily to promote and facilitate the implementation of the workplan which will arise out of this ChangeUp Business Plan and to service the Consortium's work with frontline organisations. They will highlight the way ChangeUp projects can support VCO development, promote and facilitate networking and partnership working between VCOs and identify possible resources for ChangeUp projects.

The ChangeUp worker will convene and service ChangeUp Consortium meetings and any related Working Groups.

Necessary skills include:

- Ability to work with a range of VCOs, identifying development needs
- Ability to make connections, identifying potential sources of support of help to VCOs, and making links between projects
- Ability to organise in an efficient and timely manner
- Ability to analyse monitoring data and contribute to Impact Assessments and other reports

Ability to facilitate access to networks by developing effective relationships with network leads  
 Ability to prepare bulletins and mailings for VCOs in Barking & Dagenham

### **Development Manager**

The Development Manager has overall responsibility for project management and line management of the Development Team, including the ChangeUp worker. As part of their responsibility, the Development Manager works closely with the ChangeUp programme, including implementation of the development work aspects of the 10 year Development Plan and specifically the strategic and business plans.

The Development Manager will undertake Impact Assessment components of the ChangeUp programme, evaluate the effectiveness of the projects identified in the Business Plan and undertake monitoring and evaluation of the ChangeUp programme to ensure its relevance and effectiveness.

### **Development Officer (Governance)**

The Development Officer is a member of the CVS Development Team with specific responsibility for Governance related issues. They organise and deliver training programmes and provide one to one support and advice on governance issues. The Development Officer will report on local governance needs and issues in order to effectively target support and resources.

### **Administrator**

The administrator, a member of the Development Team, is part time. They are able to provide administrative support to the training programme, administer course bookings, mail out information and prepare and service training and monitoring forms. Their involvement will help the other staff members to focus on the development support needs of VCOs without being too distracted by admin needs.

## **CONSORTIA DEVELOPMENT FUND BUSINESS PLAN 2008-11**

### **Annexe 6 Fundraising template**

<b>Project</b>	<b>Lead Agency</b>	<b>Funder</b>	<b>Application deadline:</b>	<b>Decision date</b>
Consortium development	B&D CVS	Capacitybuilders	Dec 07	Jan 08
Governance development	B&D CVS	BLF BASIS	July 07	Nov 07
Improving management	B&D CVS	BLF BASIS	July 07	Nov 07

Strengthen financial sustainability	B&D CVS	BLF BASIS	July 07	October 07
Accountancy, training and support	ACE	London Councils (via sub region)	Dec 07	Feb 08
Establishing effective partnerships	B&D CVS	B&D PCT	Dec 07	Jan 08
Workforce development	B&D CVS DABD (uk)	LSC	Jul 07	Aug 07
Needs analysis	B&D CVS EMPA Consortium	BLF BASIS	July 07	October 07
Research & Development	B&D CVS	BLF BASIS  Capacitybuilders	July 07  To be determined	Nov 07
Equalities Impact Assessment	Independently outsourced through Consortium	Capacitybuilders	To be determined	

**CONSORTIA DEVELOPMENT FUND  
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**Annexe 7  
Marketing template**

<b>Target Audience</b>	<b>Objective</b>	<b>Methodology</b>	<b>Timeframe</b>
Trustees	Raise awareness of training and resources available on governance and management development	e-bulletins mailings website	quarterly bulletins
BME groups	Increase uptake of organisational development resources by marginalised groups	e-bulletins mailings sent via networks	quarterly bulletins
Staff of VCOs	Raise awareness of training and resources for management and organisational development	e-bulletins mailings  specific flyers direct mailing	quarterly bulletins  in advance of programmes
BME groups	Raise awareness and encourage participation in	insert in network mailings	quarterly bulletins

	mapping of BMEVS	e-bulletins targeted mailings	specific mailing 1 month before mapping begins
Umbrella groups (Disability, Race/ethnicity, Age, Gender)	Build closer links between specialist umbrella organisations	e-bulletins direct mailing/phone contact	quarterly  1 month before event
Staff, Trustees Volunteers	Raise VCO awareness of and participation in strategic work	e-bulletins/mailings  invitation to dissemination events	quarterly
Staff, Trustees, Statutory and non statutory funders	Raise awareness of funding related events	e-bulletins/mailings  specific invitation	quarterly  timely in advance of event
Staff, Trustees Commissioners Non statutory funders	Increase understanding of new initiatives and their potential impact on the Sector	e-bulletins/mailings website invitation to events dissemination of reports and papers	quarterly updates

**CONSORTIA DEVELOPMENT FUND  
BUSINESS PLAN 2008-2011**

**Annexe 8  
Consortium Structure**

The ChangeUp Consortium has been established comprising members of second tier agencies and others in the borough who provide infrastructure support to voluntary and community organisations. Representatives from the Local Authority are full and active members of the Consortium.

The Consortium is changing its structure to broaden its membership, while at the same time utilising the willingness and expertise of some to focus on the Consortium's own operation.

The wider Consortium will meet 4 times a year. It will agree and develop the overall work plan, identify gaps and draw on the experience and expertise of members to highlight the needs of various parts of the Third Sector in Barking & Dagenham.

A smaller Consortium Steering Group will be established early in 2008 and will meet more regularly, at least bimonthly, to develop and drive forward the implementation of the workplan arising from the Business Plan.

Sub groups will be convened on the basis of particular parts of the workplan and will meet according to the needs of the task.

The Consortium is supported by a part time worker managed by Barking & Dagenham CVS. The worker is a part of a new Development Team within CVS and is thus able to both inform and learn from day to day development work with VCOs in the borough.

## **CONSORTIA DEVELOPMENT FUND**

### **BUSINESS PLAN 2008-2011**

#### **Annexe 9**

#### **Track record of delivering similar projects**

Barking & Dagenham CVS has successfully led and facilitated the ChangeUp Consortium in the development of its 10 year Infrastructure Development Plan. This involved drawing together and motivating a broad and representative Steering Group from an initially sceptical Third Sector. The participation of Consortium members is still high, with the focus on long term infrastructure development maintained.

The materials produced by the ChangeUp Consortium have been of practical value to local VCOs. The 10 year Infrastructure Development Plan and associated reports and toolkits were distributed to all VCOs in the borough. These included a Fundraising Toolkit, Governance Toolkit and Recruitment Toolkit, containing policy templates, model application forms, trustee skills audits, and sample recruitment packs. All were sent to VCOs in accessible Word format on a CD so that they could be adapted and applied by VCOs for their own use. We have received strong positive feedback from VCOs on this approach.

In 2005, the Consortium identified 5 priority areas for local infrastructure support and 5 pilot projects were developed to work on these areas (accommodation, ICT, recruitment, BME support, and Third Sector profile). A project specification was developed for each area and these were publicised throughout the local Third Sector and bids sought to deliver on each project. As a result, the sector participated and took ownership of this work and the ChangeUp programme was rightly seen as being wider than the CVS, which monitored and facilitated the delivery of the pilot projects.

Barking & Dagenham CVS has recently been awarded 4 year funding under the Big Lottery Fund's BASIS programme to deliver comprehensive support to local VCOs on all aspects of governance. This follows successful delivery of other lottery funded projects, specifically around organisational development support to new and emerging VCOs. We are currently delivering practical start up support to social enterprises and entrepreneurs, funded by Local Enterprise Growth

Initiative (LEGI), and a pilot project on workforce development funded by the Learning & Skills Council. This latter project is being delivered as a partnership between two ChangeUp Consortium members, CVS and DABD(uk), and is a result and an example of the effective functioning of the Consortium.

**CONSORTIA DEVELOPMENT FUND  
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**Annexe 10  
Summary of Consortium Membership**

**Membership at December 2007**

Accounting for Community Enterprises  
Age Concern Barking & Dagenham  
Barking & Dagenham Citizen's Advice Bureau  
Barking & Dagenham Community Empowerment Network  
Barking & Dagenham Council for Voluntary Service  
Barking & Dagenham Progress Project  
Barking & Dagenham Racial Equality Council  
Barking & Dagenham Training Providers Network  
Barking & Dagenham Volunteer Bureau  
Big Lottery Fund  
DABD (uk)  
East London CVS Network  
Ethnic Minority Partnership Agency  
Harmony House  
London Borough of Barking & Dagenham  
London North East Community Foundation