

**CONSORTIA DEVELOPMENT FUND**

**INFRASTRUCTURE BUSINESS PLAN 2008-11**

**[MAXIMUM OF 20 PAGES OF A4]**

**Consortium Name : The City of London ChangeUp Consortium**

**Area of Benefit : The City of London**

**Lead Body : City.Comm**

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**Summary of Consortium Infrastructure Business Plan 2008-11:** (1 page max)

Vision: The City of London ChangeUp Consortium exists to support a sustainable Third Sector that meets the needs of communities in The City of London, and is able to advocate on its behalf

Mission: An independent, vibrant and strong Third Sector, able to identify and respond to the changing needs of the City's diverse communities; and influence planners and policy makers in The City. The City ChangeUp Consortium works to ensure that the Third Sector is robust enough to play its full part at every level in The City.

Key needs identified included in the framework:

Main Outcome	Timeframe
<b>Strengthening &amp; Broadening the Infrastructure</b>	
To establish networks of interest focusing on information and advice; BME and equalities; Olympic and Paralympic Games	April to December 2008
To review network participation	April 2009 to March 2010
Undertake performance monitoring of Consortium	April 2008 to March 2011
Responding to premises/accommodation needs of the Sector	April 2008 to March 2010
Promoting the use of ICT	April 2008 to March 2011
Developing volunteering	April 2008 to March 2011
Engaging with and promoting neighbourhood development	April 2008 to March 2011
Communicating effectively	April 2008 to March 2011
Maintaining and developing effective links with the public sector	April 2008 to March 2011
Engaging with 2012	April 2008 to March 2011
<b>Integrating Equalities:</b>	
Ensuring BME and marginalised groups access support and training	April 2008 to March 2011
New/emerging communities have access to advice/information	April 2008 to March 2011
<b>Strengthening groups and organisations:</b>	
Promoting good governance	April 2008 to March 2011
Promoting workforce development	April 2008 to March 2011
Promoting partnership and collaboration	April 2008 to March 2011
<b>Financial and Environmental Sustainability:</b>	
Design and implementation of income generation strategy	April 2008 to March 2011
<b>Participation in the Wider World:</b>	
Participation in sub regional group	April 2008 to March 2011
Liaison with consortia in Hackney, Tower Hamlets, Westminster	April 2008 to March 2011

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

### **Aims:**

- To advocate protect and develop a sustainable and effective 3<sup>rd</sup> Sector in The City
- To promote the value of independence within and of the Sector (e.g. through good governance)
- To make a positive impact on policy and strategy developments in the City of London
- To act as an interface between the public and Third Sector sectors
- To facilitate frontline groups access to support and training
- To support community engagement through a strong voluntary and community sector
- To support the establishment of networks relevant to the changing needs of the City and the Sector
- To strengthen the City of London Consortium to meet the changing needs of the Third Sector

### **Objectives:**

#### ***To Strengthen the infrastructure in The City:***

- To support the development of volunteering infrastructure
- To establish 'networks' of interest which facilitate dialogue and develop good practice between specialist and generalist front line organisations (reflecting core business) and development re equalities, premises, and advice
- To establish and implement a premises strategy
- To ensure that City VCS groups and organisations use ICT to its full potential and have access to appropriate support
- To strengthen the City of London Consortium through engagement with neighbourhoods, volunteering, and 'networks' of interest
- To support the development of a volunteering strategy involving our particular communities of interest and volunteer involving organisations adopting best practice
- To involve community groups and organisations operating in the fields of arts, sport and environment as well as those in 'hard to reach' communities to make a case about how the Corporation, City Business and the community can benefit from involvement in 2012.
- To design and implement a communications strategy that includes a Directory

#### ***To ensure that communities of interest are fully integrated into all aspects of the Consortium's work in The City***

- To ensure the development of 'equalities' organisations includes access to support and training as part of a programme of sustainable development.
- To ensure that emerging communities have access to advice and representation
- To supporting research into the impact of Legal Services Commission 'fixed fees' on both providers and clients to see whether certain groups e.g. BME, disabled people, refugees etc are being adversely affected
- To ensure that providers are aware about the development of Community Legal Advice Centres in the City of London

#### ***Financial and Environmental Sustainability***

- To improve the understanding of current and potential future demand for external finance to support the establishment and development of Third Sector organisations

- To improve funders' understanding of the costs of delivering efficient and effective VCS organisations

- To design and implement an income generation strategy that takes into account the interest of 3<sup>rd</sup> Sector organisations to be involved in commissioning and procurement, those groups and organisations that do not wish to be involved in public sector procurement, and those that wish to develop social enterprise

### ***Strengthening Groups and Organisations***

To promote good governance through Board development programmes which reflect National Occupational Standards for Trustees, Code of Good Governance etc

To promote financial probity and good financial management through community accountancy and skill development

To ensure that groups and organisations are able to reflect their actual costs and thus build sustainable organisations (reflecting Funding and Costing Workforce and Governance Development, and How to cost and fund ICT)

To build the skill base of voluntary and community groups in the City regarding premises management

To promote good practice in volunteer involvement and recruitment – particularly relating to employee volunteering

To promote professional development of workers in the 3<sup>rd</sup> Sector; identify, design and implement programmes that address barriers to employment and learning

To ensure VCS groups and organisations are able to respond to a changing environment (e.g. relating to Individual Budgets – promoting ‘user’ and ‘community involvement’ in strategic commissioning; and equipping voluntary and community groups to adapt and respond to a changing environment)

### ***Partnership and Engagement throughout the City***

To design and implement programmes which support co-operation, collaboration or partnership within the Third Sector

To promote and support the implementation of the City Compact, particularly as it relates to partnership working at a strategic level with public sector organisations, and at an operational level within the voluntary and community sector in the City

To promote and support strategies which enable civil engagement by focused development with neighbourhoods, and mechanisms that improve access across local cultural barriers

### ***Participation in the Wider World***

To design and implement a strategy for cross borough working

To engage at a sub regional level where that is relevant to the work of the Third Sector in the City of London

To ensure that City residents, communities and business is able to play its full part in the run up, delivery and legacy of 2012

**Please provide evidence of 3<sup>rd</sup> sector frontline need** (please reference any research, consultation or other data you feel is relevant, including the Infrastructure Investment Plan):

The City of London provides a unique and challenging environment for the 3<sup>rd</sup> Sector. It has a relatively small, but an engaged and growing resident population currently of 9,000 but estimated to grow to 15,000 in the next 20 years; a daily worker population of 300,000 and a student population of 30,000.

Until 2006 the City could not boast a 'voluntary or 3<sup>rd</sup> Sector' as such. City.Comm was established in 2006 as a result of identified need ('Voluntary and Community Sector Support Services for the City of London' LinG Consulting August 2005). The City does not therefore have an Infrastructure Development Plan. The City's ChangeUp Consortium has used the experience of operating over the past year, together with consultation with partners to identify its strategic and operational priorities.

Evidence of 3<sup>rd</sup> Sector need has been identified from:

Voluntary and Community Sector Support Services for the City of London, LinG Consulting August 2005

City of London Resident Population Analysis, City of London Corporation and City and Hackney PCT April 2007-12-12 City of London Local Area Agreement 2007-2010 Monitoring data

Consultation with front line voluntary sector organisations, and City Corporation staff Stakeholder event 'Refreshing the Community Strategy' 26<sup>th</sup> September 2007

Focus group on the development of a Compact for the City  
Capacitybuilders Assessment event

National Hubs of Expertise for Governance; Workforce Development; and ICT

LVSC Source Documents including Sub Sector Report (need to check title)

Independent research including LCF Study for Olympic and Paralympic Games; Joseph Rowntree Research re Individual Budgets

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)

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)

Commissioning & Procurement – Report and Toolkit (ELN)

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)

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

***Strengthening the infrastructure in The City***

A 'joined up' Third Sector in the City able to reflect the views and experience of a sector when engaging with public sector partners – at member as well as officer level

Clear lines of communication within the Sector and between the Sector, Public Bodies and Business

The Compact used as a working tool by all parties – developing in line with need, constraint and ambition

City.Comm established as a key delivery arm for the VCS

Membership of the Consortium includes faith communities, neighbourhood representation and arts, culture and environment groups (or their representatives)

The Consortium regularly reviews its work, is open to scrutiny by its specific membership and wider constituency

***Integrating equalities***

Mechanisms established and are used to ensure that the spirit of the equalities agenda as well as its letter integrated into all aspects of VCS and Third Sector development

BME and 'community of interest' groups and organisations access generic resources within the City

The specific needs of community of interest groups known and understood and inform the development of the City infrastructure strategy

***Financial and Environmental Sustainability***

Groups develop in a sustainable way – with clear pathways as they move from being local groups to employer organisations and so on

Funding opportunities communicated to Third Sector organisations in a transparent and timely manner

Third Sector organisations understand and able to communicate the true costs of their activity

***Strengthening groups and Organisations***

A co-operative VCS able to collaborate or enter into partnership on the basis of ability and interest rather than purely on the basis of pragmatism

Volunteering understood and best practice adopted by those who involve volunteers

200 front line organisations which are skilled and able to engage in the wider agenda

Premises available for new and groups in phase II of their development; costs of premises understood by funders; and premises well managed by 3<sup>rd</sup> Sector organisations

***Partnership and Engagement throughout the City***

Volunteering Opportunities for all parts of our community – business, residents and students

The City Consortium an active partner in the implementation of the Community Strategy

The City Consortium championing the Compact as a tool to achieve robust partnerships between public, private and third sector organisations

Partnerships and networks established, skilled and supported in the City

***Participation in the wider world***

Cross borough border partnerships in place

The City has engaged with lead up to Olympics and Paralympic Games and poised to engage with Games in 2012 and its legacy

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

Our 'geographical area of benefit' is quite small, just over a 'square mile'. Voluntary, community and faith groups serve both the resident population, and the business and students communities.

Our 'beneficiaries' comprise groups and organisations that are based in The City and work with City populations; those that are based in The City with a national focus; and those that have their main base outside The City but provide services here.

Groups and organisations therefore comprise those that are very small groups of individuals serving the needs of their neighbourhood, or those that provide a service supported by both statutory and non statutory funding, and larger organisations providing services under contract. As indicated elsewhere, City.Comm is the only 2<sup>nd</sup> tier organisation in The City although City Action operates for the business sector.

As a relatively small Sector we enjoy close working with public sector partners, direct access to community groups as well as larger organisations involved in the Local Strategic Partnership.

Individual interviews were conducted with:  
The City of London Corporation representative  
CAB  
Retired Senior Volunteers Programme  
Capacity building worker of City.Comm  
City Parents Group  
Joint Education Trust  
City and Hackney Carers

Events were attended including:

- Assessment event held on 10<sup>th</sup> September
- 4<sup>th</sup> Annual Stakeholder event held on 26<sup>th</sup> September as part of The City's refreshing of its Community Strategy
- Networking event held on 10<sup>th</sup> October at St. Ethelberga's Centre Bishopsgate

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

We have designed an ambitious programme for the Consortium and the Third Sector in The City to be achieved between 2008-2011. This will be predicated on the basis that we are able to secure funds to support such a programme.

***Aim 1: Strengthening the infrastructure in The City***

<b><i>Objective</i></b>	<b><i>Project:</i></b>
<b>To establish 'networks' of interest which facilitate dialogue and develop good practice between specialist and generalist front line organisations</b>	3 thematic networking events examining barriers to access and identify ways to address those Representation on The City ChangeUp Consortium Liaison and support for potential network leaders

<b><i>Objective:</i></b>	<b><i>Project</i></b>
<b>To establish and implement a premises strategy</b>	Explore the potential of premises under Community Benefit Identify source of funding for development of strategy Develop strategy by undertaking a mapping of the current situation, identify barriers, identify learning needs of VCS staff, and potential sources of accommodation including exploration of resources released through S106 of the Town and Country Planning Act 1990

<b><i>Objective</i></b>	<b><i>Project</i></b>
<b>To ensure that City VCS groups and organisations use ICT to its full potential and have access to appropriate support</b>	Set up and manage Circuit rider programme Circuit rider deployed to 6 groups and organisations Monitor uptake and evaluate effectiveness

<b><i>Objective</i></b>	<b><i>Project</i></b>
<b>To strengthen The City of London Consortium through engagement with neighbourhoods, volunteering and 'networks' of interest</b>	Maintain and develop ChangeUp Consortium meetings Away day to include new members and design year 2 action plan  Establishment of ChangeUp steering/executive group to meet 4 times a year Meeting of wider Consortium to review and amend plans 4 times a year

<b><i>Objective</i></b>	<b><i>Project</i></b>
<b>To design and implement a volunteering strategy involving our</b>	Establish strategic alliance with City Action (Business volunteering and Corporate Social

<p><b>particular Communities of interest and volunteer involving organisations to adopt best practice</b></p>	<p>Responsibility initiative) Jointly identify sources of funding to develop volunteering strategy</p> <p>Develop integrated volunteering strategy for The City to incorporate business, resident and student volunteering, and contributes to The City's participation in the 2012 Olympic and Paralympic Games</p>
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<b>Objective</b>	<b>Project</b>
<p><b>To map and involve community groups and organisations operating in Arts, sport and environment as well as those in 'hard to reach' communities concerning the Olympic and Paralympic Games</b></p>	<p>Establish communication mechanism with 2012 Steering Group (directly or through the sub region) Map levels of understanding and knowledge concerning the extent to which Third Sector organisations could be involved in 2012 Liaise with 2012 Officer in the Corporation Link with volunteering strategy Establish 2012 sub group within Consortium Link with premises strategy Liaison with 2012 Officer in the Corporation</p>

<b>Objective</b>	<b>Project</b>
<p><b>To design and implement a communications strategy</b></p>	<p>Re-fresh database Update and promote web-site e-bulletins/mailings 4 a year Create communications strategy Identify sources of funding for an administrator to ensure ease of communication with Third Sector organisations Maintain website, e-bulletins/mailings</p>

***Aim 2: Integrating equalities***

<b>Objective</b>	<b>Project</b>
<p><b>To ensure that BME and marginalised groups access support and training as part of a programme of sustainable development</b></p>	<p>Networking events for groups traditionally marginalised Map barriers and enablers to access Undertake an equalities assessment 1-1 support and mentoring for up to 4 groups</p> <p>Design and implement a strategy for involvement Identify sources of funding to implement strategy</p>

<b>Objective</b>	<b>Project</b>
<p><b>To ensure that emerging communities have access to advice and representation</b></p>	<p>Identify sources of information and advice for emerging community groups Establish information and advice network</p>

	<p>Liaise with CAB Identify mechanism to identify impact of fixed fees on providers and clients</p>
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***Aim 3: Financial and Environmental Sustainability***

<b><i>Objective</i></b>	<b><i>Project</i></b>
<p><b>To improve the understanding of current and future demand for external finance to support the establishment and development of Third Sector organisations</b></p>	<p>Map sources and levels of funding of Third Sector organisations Examine patterns of growth/change in the Sector Report to the Sector Liaise with Corporation and Hackney and City PCT Programme of training and support to equip groups and organisations to cost governance, workforce development and ICT etc. Design and implement an income generation strategy Promote National Hubs resources concerning the costs of delivering efficient and effective VCS organisations to funders Undertake evaluation of the implementation and effectiveness of The City Compact</p>

***Aim 4: Strengthening Groups and Organisations***

<b><i>Objective</i></b>	<b><i>Project</i></b>
<p><b>To promote good governance through Board development programmes, the promotion of the National Occupational Standards for Trustees, Code of Governance etc</b></p>	<p>A programme of 4 training events and 1–1 coaching support for 4 groups each year Deployment and management of the community accountancy service to promote financial probity and good financial management Examination of the potential for social enterprise as a positive option for new/emerging groups</p>

<b><i>Objective</i></b>	<b><i>Project</i></b>
<p><b>Promoting good practice in volunteer involvement and recruitment</b></p>	<p>Linked with the establishment of a volunteering strategy above, liaison with City Action, and other volunteer involving organisations including CSV – RSVP programme for older people Promote workshops for volunteer recruitment and retention</p>

<b><i>Objective</i></b>	<b><i>Project</i></b>
<p><b>To promote professional development of workers in the Third Sector</b></p>	<p>Identify sources of funding for design and implementation of a workforce development programme for The City  Design and implement a workforce development programme that includes identification of learning needs of staff of VCS groups and organisations as well as barriers to employment and learning opportunities for workers in The City's VCS</p>

***Aim 5: Partnership and Engagement throughout The City***

<b><i>Objective</i></b>	<b><i>Project</i></b>
<b>To design and implement programmes which support co-operation, collaboration or partnership within the Third Sector</b>	Undertake a programme of brokerage between groups and organisations and provides mentoring and training to support co-operation and partnership within The City. To include: Thematic events to identify areas of partnership working (3 in the year) Design training programme in effective partnership working Identify sources of funding for delivery of training Promote The City Compact through network events e-bulletins/mailings

<b><i>Objective</i></b>	<b><i>Project</i></b>
<b>To promote and support strategies which enable civil engagement by focused development with neighbourhoods, and mechanisms that improve access across local cultural barriers</b>	Liaison with City of London Corporation neighbourhoods' officers Analysis of neighbourhood strategies Liaison with neighbourhoods Develop and implement a plan for action

***Aim 6: Participation in the wider world***

<b><i>Objective</i></b>	<b><i>Project</i></b>
<b>To establish a means for dialogue and engagement for cross borough working</b>	Examination of opportunities for cross borough working including compatibility of strategic plans of Hackney, Tower Hamlets and Westminster Liaise with Hackney, Tower Hamlets and Westminster consortia

<b><i>Objective</i></b>	<b><i>Project</i></b>
<b>To contribute and benefit from sub regional work and opportunities</b>	Liaison and participation in sub regional meetings and events

<b><i>Objective</i></b>	<b><i>Project</i></b>
<b>To ensure that City residents, communities and business is able to play their full part in the run up, delivery and legacy of 2012 Olympic and Paralympic Games</b>	Develop and implement a work plan for the 2012 sub group

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

As a new ‘Sector’ with one 2<sup>nd</sup> tier organisation, City.Comm and the active participation of the key front line organisations in The City as well as of the City of London Corporation, we are in perhaps the enviable position of ‘being very close’ to the many front line groups and organisations that comprise the ‘Sector’ in The City.

We are building on that which is already undertaken under the aegis of City.Comm – mentoring and training; brokerage and development.

As part of our preparation of this Strategic and Business Plan we engaged a consultant (Stephanie Sexton) who undertook:

- A series of interviews with key stakeholders from both the VCS and the Corporation to identify priorities;
- Desk research of research and reports outlined in the Strategic Plan; and
- Participated in the Corporation’s Stakeholder Event as part of the Community Strategy Renewal process;
- Participation in consultation for the development of a new Compact for The City

All of which contributed to our thinking about the priorities set out above.

The assessment event held in September 2007 identified a series of priorities which are all included in this plan

Advice provided by the London Regional Consortium sub sectors has been considered and included where it can be related to our own priorities including:  
 Workforce development and improvement; Volunteering; Premises; Olympics; Neighbourhoods; Equalities and Human Rights; ICT; Income Generation; and Advice

National Hubs of Expertise Reports and Toolkits, particularly relating to funding and costing ICT; and funding and costing Governance and Workforce Development have been considered and used as a basis for our projects

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

We have provided detail for year 1. Year 2 will be subject to the success and/or learning in year 1. Year 2 will always include review of effectiveness to amend for year 3. We have therefore not taken space with year 3 explanation (as indicated would be acceptable).

<b>Year</b>	<b>Project</b>	<b>Target</b>
<b>2008-2009</b>	<b>Establishing ‘networks’ of interest:</b>	3 thematic networking events: Each attracting 10 participants – focusing on: i) information and advice; ii) BME and equalities; iii) Olympics and Paralympic Games Networks of interest take a place at the Consortium table Liaison and support for ‘network leaders’
<b>2009-2010</b>		Review network participation

2008-2009	<b>Premises strategy</b>	Identify potential premises under Community Benefit heading Identify sources of funding for development of a premises strategy
2009-2010		Develop strategy and costed action plan Identify and secure sources of funding for its implementation
2008-2009	<b>City VCS use ICT to its full potential</b>	Set up circuit rider project for 6 groups Establish monitoring and evaluation system to ensure its effectiveness
2009-2010		Continue circuit rider project for 6 groups Report on ICT needs of 3 <sup>rd</sup> Sector
2008-2009	<b>City Consortium engages with neighbourhoods, volunteering and networks of interest</b>	4 ChangeUp meetings Away day to include new members and design year 2 Action plan
2009-2010		Establish ChangeUp steering group to meet 4 times a year Meeting of wider consortium to meet 4 times a year Review and amend plans for: ICT development Volunteering Premises 2012 BME/equalities and neighbourhoods engagement Income generation Workforce development Good governance
2008-2009	<b>Volunteering</b>	Establish strategic alliance with City Action Jointly identify sources of funding to develop volunteering strategy
2009-2010		Develop integrated volunteering strategy addressing: Trustee recruitment; 2012 Olympic and Paralympic Games; Employee volunteering; civic engagement (resident volunteering); RSVP (Retired Senior Volunteer Programme)

2008-2009	<b>Olympic and Paralympic Games</b>	Map levels of understanding and knowledge about 2012 among neighbourhoods, sports and culture groups as well as those organisations on the database Liaise with 2012 Officer in the Corporation Establish 2012 sub group within the Consortium
2009-2010		Sub group comprising Corporation 2012 Officer as well as 3 <sup>rd</sup> Sector representatives – 3 meetings Develop Strategy for 2012 developed and linked with premises and volunteering strategies
2008-2009	<b>Communication</b>	Re-fresh database Update and promote web-site 4 e-bulletins/mailings Design communications strategy
2009-2010		Identify sources of funding for administrator 4 e-bulletins/mailings Website maintained
2008-2009	<b>Ensure BME and marginalised groups access training and support</b>	2 networking events for groups traditionally marginalised (linked with events re: networks of interest) Map barriers and enablers to access to support and training 1-1 support and mentoring for 4 groups at 2 days each Design strategy for involvement Identify sources of funding to implement strategy
2009-2010		Funding secured to implement strategy
2008-2009	<b>New/emerging communities have access to advice/information</b>	Identify sources of information and advice for emerging groups Establish information and advice network Liaison with CAB
2009-2010		Mechanism developed to identify impact of fixed fees on providers and clients Liaison with CAB

<p><b>2008-2009</b></p>	<p><b>Current and potential future demand for external financial support</b></p>	<p>Map sources and levels of funding of 3<sup>rd</sup> Sector organisations and groups (linked with re-fresh of database)  Examine patterns of growth/change in the Sector  Liaise with Corporation and Hackney and City PCT  Funders' event for non statutory as well as statutory funders  4 training events for 10 VCS re costing governance, workforce development and ICT</p>
<p><b>2009-2010</b></p>		<p>Design and implement income generation strategy  4 training events concerning funding and costing workforce development, governance and ICT – promote National Hubs resources  Funders' event with non statutory and statutory funders  1 Training event to promote social enterprise</p>
<p><b>2008-2009</b></p>	<p><b>Promote good governance</b></p>	<p>Promoting Code of Governance and National Occupational Standards through 4 training events for up to 10 groups  1-1 support for 4 groups  Deployment of community accountancy service for 6 groups/organisations</p>
<p><b>2009-2010</b></p>		<p>Deployment of community accountancy service for 6 groups/organisations  4 training events  1-1 support for 4 groups</p>
<p><b>2008-2009</b></p>	<p><b>Promote professional development of workers</b></p>	<p>Identify sources of funding for design and implementation of workforce development programme  Design workforce development programme – addressing barriers to employment and learning</p>
<p><b>2009-2010</b></p>		<p>Implement workforce development programme through 4 training events with 10 groups and 1-1 support with 4 groups</p>

<b>2008-2009</b>	<b>Support collaboration and partnership within the 3<sup>rd</sup> Sector</b>	3 thematic events each for 10 groups to identify potential for partnerships Design training programme for effective partnership working Identify sources of funding for delivery of training The City Compact promoted through training and network events, and bulletins
<b>2009-2010</b>		3 Training event for 10 groups Brokerage between groups – up to 3 partnership groups
<b>2008-2009</b>	<b>Civil engagement through neighbourhoods</b>	Liaison with City of London Corporation neighbourhoods Officers Analysis of neighbourhood strategies Liaison with neighbourhoods Design plan for engagement Identify sources of funding
<b>2009-2010</b>		Engagement strategy implemented
<b>2008-2009</b>	<b>Cross Borough Working</b>	Liaise and participate in sub regional meetings and events Identify points of common interest with consortia in Hackney, Tower Hamlets and Westminster
<b>2009-2010</b>		Liaise with Hackney, Tower Hamlets and Westminster Consortia

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

Please note: City.Comm is the only 2<sup>nd</sup> tier organisation in the City of London.

<b>Description of risk</b>	<b>Impact</b>	<b>Probability</b>	<b>Existing controls and action required to mitigate the risk</b>	<b>Lead Responsibility</b>
lack of interest from VCOs	High	Low	informal and formal contact with VCOs	City.Comm
Funding not identified to develop strategy funding not identified to implement strategy	High	Med	case made to Corporation and non-statutory funders	City.Comm
Difference of agenda between circuit rider	Med	Med	Line management to	City.Comm

and needs of VCOs			ensure relevance to groups	
Prioritising difficult if financial resources/capacity limited	Med	Med	Prioritise BME/equalities strategy  Case made to Corporation for development of City.Comm resources	City.Comm City of London Corporation
City Action unwilling to engage in a strategic alliance	Low	Low	Financial, business and community case made to City Action	City.Comm/ RSVP
Lack of 'interface' with 2012 Regional Steering Group Lack of understanding of Corporation	Low	Low	2012 Consortium sub group  joint work with Corporation 2012 Officer	City.Comm/Consortium sub group
lack of capacity	High	Med	case made for administrator funding identified	City.Comm
Funding not identified to secure training, 1-1 support	High	Low	Case made to Corporation – linking with neighbourhood development strategies and non-statutory funders	City.Comm
information and advice providers not always easy to identify	Low	Low	explore the development of mini-hubs/establish information & advice network	CAB/City.Comm
Hackney & City PCT do not engage with The City Consortium	Med	Med	Liaison with Hackney & City PCT Utilise good offices of Corporation Liaison with Hackney consortium	City.Comm/Corporation
Case for good governance not understood by VCOs	Med	Low	Development of case studies Training & network events	City.Comm
Case for workforce development not understood by VCOs or funders	Med	Low	Use National Hubs resources Fundors' event	City.Comm
Nervousness among VCOs to work in	Med	Low	Brokerage Specific events	City.Comm

partnership Skill of VCOs partnerships to tender for contracts			training programme	
agenda of sub region not relevant to The City	Med	Low	attend meetings to influence the agenda	City.Comm
Consortia in Hackney, Tower Hamlets, Westminster – do not prioritise cross borough boundary work	Med	Med	Identify areas of common interest e.g. Individual Budgets, 2012	

**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.**