



CONSORTIA DEVELOPMENT FUND

INFRASTRUCTURE BUSINESS PLAN 2008-11

Consortia Name: LinkUp
Geographical area: London Borough of Hackney
Lead Body: Hackney Voluntary Action (transferring to Hackney Council for Voluntary Service)

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Summary of Consortium Infrastructure Business Plan 2008-11

Main Outcome	Timeframe
Research development needs, physical, economic and social capital of local voluntary and community sector.	April 2009 to March 2010
To strengthen 900 local organisations and develop the skills of 900 individuals working in the local sector	300 organisations and individuals a year across business plan (April 2008 to March 2011)
Equip 150 small VCO's with ICT resources to deliver services	April 2008 to March 2011
Improve the ability of equalities groups to influence policy and achieve goals	April 2008 to March 2011
Develop ability of 2 nd tier agencies to advise on social enterprise and impact on 10 organisations	April 2008 to March 2010
Ensure Premises Strategy fits with local sector needs and supports growth and sustainability of sector	April 2008 to March 2010

Consortium Vision / Mission Statement

Through the ChangeUp Programme, Link Up Hackney will enable its members to develop capacity building support services which are proactive, joined up, responsive, high quality and sustainable. This support will help shape a sustainable, effective and influential voluntary and community sector that contributes fully to social capital activities, community engagement and public service delivery, helping make Hackney a better place to live, play, visit and work.

Consortium Objectives

1. Building the capacity of LinkUp Hackney Network to effectively coordinate and support members in delivering services to frontline agencies
2. Carrying out research into VCS support needs
3. Communicating clearly and appropriately with frontline agencies
4. Improving the performance of the VCS in relation to Business Development, Management, Funding and Marketing
5. Improving the performance of the VCS in relation to legal issues, including governance
6. Enabling the VCS to secure and use appropriate ICT
7. Helping the create a better living environment for the VCS
8. Assist the VCS in developing its workforce, paid and voluntary.
9. .Improving the performance of the VCS in relation to Finance and Accountancy skills
10. Developing Social Enterprise and Sustainability in the Voluntary and Community Sector.

Evidence of Frontline Need:

These outcomes have been chosen from analysis of the research that LinkUp members have undertaken over the past three years along with consideration of the wider policy environment in which the Sector operates.

Research

Two key pieces of research have shaped this document; *Understanding the VCS Needs Better: An investigation of their Infrastructure Needs 2006*, produced by LinkUp and reviewing the Sector in Hackney and *Empowering EAST London 2004*, which surveyed the Sector in Hackney, Newham and Tower Hamlets. Several common areas were identified where change was needed and, if the root causes of the problems were addressed, could lead to considerable improvement in the effectiveness of the Sector in service delivery, advocacy and strategic engagement. The issues have been used as the basis for describing the intended outcomes of this plan.

- Greater scope for Sector to promote itself
- Need for greater public recognition of the importance and value of the sector
- Insufficient number and type of affordable appropriate premises
- Lack of both basic and advanced ICT tools and training to use them
- Considerable variation in approach and implementation of quality assurance
- High demand for support and training on fundraising especially but other issues

- Lack of common resource materials
- Poor engagement and communication with public sector bodies at all levels
- Higher than national average of financial insecurity, especially amongst small and BME organisations
- Lower than national average of self generated income, especially amongst small and BME organisations

Policy Review

LinkUp also took into account the following policy documents which provided a context for the future of the Sector in terms of expectations from external stakeholders and their vision for the role of the Sector.

- Office of Third Sector Review, September 2007. This set national policy context for the role of the Sector for the next three years of the Comprehensive Spending Review.
- Mind the Gap, Hackney's strategy to reduce inequalities and poverty 2005-2015
- National Compact
- Hackney 2017 Report, November 2007. This outlined four possible scenarios for Hackney in ten year's time
- London Infrastructure Development Plan 2007-14. The regional policy document for ChangeUp
- London Regional Consortium Sub-groups 2007-14. Supported the regional policy for the specific sub-groups.
- East London ChangeUp Strategic Plan 2007-14. Provided the sub-regional context.

LinkUp Review Sessions

- LinkUP held three review sessions in the Autumn of 2007, starting with a review using the CDF Toolkit.

Outcomes and long term changes the consortium aims to make over the next 3 years?

By 2011 LinkUP will have secured key changes in the following areas:

1. Olympics

- VCS in Hackney will be well positioned to play a key part in the success of the Olympics, with participation in supply of services and participation in cultural, amateur and disability related sporting activities as part of the games.

2. Public Sector Services

- Public sector commissioning will reflect local needs, engage the Sector and that the methodology accounts for the capacity of the VCS.
- A well funded grants system will continue to be a key part of VCS funding, ensuring no part of sector is ever marginalised

3. Effectiveness and efficiency

- VCS will have benefited from a coordinated programme of training and support around good governance, effective delivery & quality improvement that is developing a culture of continuous improvement and development.

4. Sustainability

- The local VCS has access a range of income sources; including grants and self-generated income.
- This funding is sufficient to support the delivery of their goals

- Participation in partnerships and progress to larger sources of income is a realistic option for all VCO's.

5. Partnerships

- The principles of the Compact are fully embedded across VCS and statutory agencies.
- A positive environment exists for developing and sustaining partnerships that supports VCO's and statutory bodies to work together

6. Infrastructure

- A range of infrastructure services and support exist; including appropriate and accessible premises, back office support, ICT, communications means and VCS networks that offer a significant number of VCO's access to resources they would otherwise be unable to afford.

In achieving these changes, LinkUP will ensure that the independence of sector is maintained and that implementation of principles and practices of equalities, representation and advocacy is embedded across all of outcomes

Beneficiaries

The Consortium's beneficiaries are the voluntary and community sector organisations operating within the London Borough of Hackney. There are over 1,700 organisations within the Borough, 70% of which are very small, with a budget of less than £10,000 a year. The number of these groups that are BME agencies or small groups is significantly above the national average.

Stakeholder involvement in this plan was drawn through several means;

- One to one sessions with VCO's representing specific equalities areas – disability, ethnicity, religion and refugees.
- Three group sessions with LinkUp members, including those with an equalities remit and the participation of Hackney Council.
- The research *Understanding The Voluntary & Community Sector Better – An Investigation Of Their Infrastructure Needs (June 06)* specifically reviewed accessibility issues amongst BME groups, Tenants' groups, Faith groups and Refugee Groups, felt to have particular needs distinct from BME. The responses of that report and its recommendations directly influenced the goals of this plan.

OBJECTIVES AND PROJECTS WITH KEY TARGETS BY YEAR

In delivering these objectives, LinkUp will take into account and complement existing and future strategies developed by East London ChangeUp Consortium, London wide government agencies and the London Borough of Hackney.

Objective	2008-2009 Key Projects and Targets	2009-2010 Key Projects and Targets	2010-2011 Key Projects and Targets
1. Building the capacity of LinkUp Hackney Network to effectively coordinate and support members in delivering services to frontline agencies	<ul style="list-style-type: none"> • 4x meetings of Link UP members and Steering Group • Allocated budget to support consortium members' Chief Officer participation • Recruitment of 1x coordinator • 1 x Framework of financial reporting and performance management • Develop 1 + project addressing identified need • 	<ul style="list-style-type: none"> • 4x meetings of Link UP members and Steering Group • Develop 1 + project addressing identified need • Creation of an equalities sub-group to support delivery of equalities goals of beneficiaries • Creation of other sub-groups as needed. 	<ul style="list-style-type: none"> • 4x meetings of Link UP members and Steering Group • Develop 1 + project addressing identified need • Sub-groups to develop individual action plan that feeds into business plan
2. Carrying out research into VCS support needs	<ul style="list-style-type: none"> • 1 x Set of performance indicators agreed to measure a healthy VCS • 1 x protocol for common assessment methodology of front line VCO's support needs 	<ul style="list-style-type: none"> • 1 x research project to update current knowledge of VCS, across all 10 objectives • 1 x report of needs of front line agencies 	<ul style="list-style-type: none"> • 1 x report of needs of front line agencies

Objective	2008-2009 Key Projects and Targets	2009-2010 Key Projects and Targets	20010-2011 Key Projects and Targets
<p>3. Communicating clearly and appropriately with frontline agencies</p>	<ul style="list-style-type: none"> • 1 x website recognised as central hub of information issued by consortia members and as a record of their activities <ul style="list-style-type: none"> ○ 200 + users a year • 1 x profile of communication channels of consortium members • 2 consultation events and 2 mailouts • Mapping of roles of CEN. LinkUP, VSLG and other support agencies 	<ul style="list-style-type: none"> • 1 x website recognised as central hub of information issued by consortia members and as a record of their activities <ul style="list-style-type: none"> ○ 200 + users a year • 2 consultation events and 2 mailouts • 1 x partnership brokerage system created • Identify further comms projects from needs information 	<ul style="list-style-type: none"> • 1 x website recognised as central hub of information issued by consortia members and as a record of their activities <ul style="list-style-type: none"> ○ 200 + users a year • 2 consultation events and 2 mailouts • 1 x partnership brokerage system created • Identify further comms projects from needs information • Implement projects proposed and resourced in Year Two

Objective	2008-2009 Key Projects and Targets	2009-2010 Key Projects and Targets	2010-2011 Key Projects and Targets
<p>4. Improving the performance of the VCS in relation to Business Development, Management, Funding and Marketing and Equalities issues</p>	<ul style="list-style-type: none"> • Coordinating training and support services delivered by Link Up members across all ten objectives. <ul style="list-style-type: none"> ○ 300 organisations & 300 individuals a year benefit from support • Annual Fair with 20 funders and 200 attendees • 8 articles in LU members' magazines/newsletter 	<ul style="list-style-type: none"> • Ensuring local grants funding streams are complementary, aligned to and enhance VCS capacity • Coordinating training and support services delivered by Link Up members across all ten objectives. <ul style="list-style-type: none"> ○ 300 organisations & 300 individuals a year benefit from support • Annual Fair with 20 funders and 200 attendees • 8 articles in LU members' magazines/newsletter • Identify further projects from needs information 	<ul style="list-style-type: none"> • Coordinating training and support services delivered by Link Up members across all ten objectives. <ul style="list-style-type: none"> ○ 300 organisations & 300 individuals a year benefit from support • Annual Fair with 20 funders and 200 attendees • 8 articles in LU members' magazines/newsletter • Identify further projects from needs information • Implement projects proposed and resourced in Year Two

Objective	2008-2009 Key Projects and Targets	2009-2010 Key Projects and Targets	2010-2011 Key Projects and Targets
5. Improving the performance of the VCS in relation to legal issues, including governance and equalities issues	<ul style="list-style-type: none"> • Design 1x template for start ups • 20% of courses under objective 4 to advance this objective • Ensure at least 3 providers of CRB checks to VCS at low cost • 1 x courses for 2nd tier workers • Baseline of support needs from objective 2 • 20 orgs receive support or training on Child Protection • 2 courses on data protection and equalities legislation 	<ul style="list-style-type: none"> • Pool of trained local people to interested in trusteeship • 20 orgs receive support or training on Child Protection • 20% of courses under objective 4 to advance this objective • Ensure at least 3 providers of CRB checks to VCS at low cost • 1 x courses for 2nd tier workers • Identify further projects from needs information 	<ul style="list-style-type: none"> • Pool of trained local people to interested in trusteeship • 20% of courses under objective 4 to advance this objective • Ensure at least 3 providers of CRB checks to VCS at low cost • 1 x courses for 2nd tier workers • Identify further projects from needs information • Implement projects proposed and resourced in Year Two
6. Enabling the VCS to secure and use appropriate ICT	<ul style="list-style-type: none"> • Circuit rider targets to match sub-regional plan • 1 x report on small grants for ICT purchase • 50 free PC's distributed 	<ul style="list-style-type: none"> • Circuit rider targets to match sub-regional plan • Secure funding for small grants • 50 free PC's distributed 	<ul style="list-style-type: none"> • Circuit rider targets to match sub-regional plan • Distribute £10,000 for small grants • 50 free PC's distributed

Objective	2008-2009 Key Projects and Targets	2009-2010 Key Projects and Targets	2010-2011 Key Projects and Targets
7. Helping the create a better living environment for the VCS	<ul style="list-style-type: none"> • Lobby to ensure premises strategy reflective of community need • Support development of community hubs as fit for whole VCS • Feasibility studies for Year 2 activities 	<ul style="list-style-type: none"> • Ensure premises strategy is implemented and achieving its goals • Lobby to increase share of VCS access to section 106 funding • Develop brokerage services with specialist providers in property law, management and finance to VCS • Identify and deliver back office services to at least 10 VCO's • Identify further projects from needs information 	<ul style="list-style-type: none"> • Ensure premises strategy is implemented and achieving its goals • Lobby to increase share of VCS access to section 106 funding • Brokerage services with specialist providers in property law, management and finance to VCS • Identify and deliver back office services to at least 40 VCO's • Identify further projects from needs information • Implement projects proposed and resourced in Year Two
8. Assist the VCS in developing its workforce, paid and voluntary.	<ul style="list-style-type: none"> • Under objective 3, LU website to carry support for HR materials • Support achievement of quality standards on HR for 5 organisations • Under objective 4 at least 40 individuals in total receive accredited training • Use LU website as a information place for 50 + vacancies 	<ul style="list-style-type: none"> • Recruit a permanent HR advisor • Under objective 3, LU website to carry support for HR materials • Use LU website as a information place for 50 + vacancies • Under objective 4 at least 40 individuals in total receive accredited training • Identify further projects from needs information 	<ul style="list-style-type: none"> • Hr advisor targets set as part of year 2 • Under objective 3, LU website to carry support for HR materials • Use LU website as a information place for 50 + vacancies • Under objective 4 at least 40 individuals in total receive accredited training • Identify further projects from needs information • Implement projects proposed and resourced in Year Two

Objective	2008-2009 Key Projects and Targets	2009-2010 Key Projects and Targets	2010-2011 Key Projects and Targets
9. Improving the performance of the VCS in relation to Finance and Accountancy skills	<ul style="list-style-type: none"> • Deliver support to 40 organisations a year • Under objective 4 deliver training to 20 organisations a year • Accountancy and finance services to be delivered under Objective 7 • List community friendly financial service providers 	<ul style="list-style-type: none"> • Deliver support to 40 organisations a year • Under objective 4 deliver training to 20 organisations a year • Accountancy and finance services to be delivered under Objective 7 • List community friendly financial service providers • Identify further projects from needs information 	<ul style="list-style-type: none"> • Deliver support to 40 organisations a year • Under objective 4 deliver training to 20 organisations a year • Accountancy and finance services to be delivered under Objective 7 • List community friendly financial service providers • Identify further projects from needs information • Implement projects proposed and resourced in Year Two
10. Developing the skills and opportunities of the VCS to engage in Social Enterprise.	<ul style="list-style-type: none"> • Develop clear pathways between earnable income from Olympics and VCS • 12 2nd tier advisers to be trained in Social Enterprise methodology from NCVO • Develop referral system to Hackney Social Enterprise Network (HSEN) • 	<ul style="list-style-type: none"> • 2 events with HSEN to support income diversification in VCS • 5 2nd tier advisers receive accredited training • 10 organisations successfully diversify income • Identify further projects from needs information 	<ul style="list-style-type: none"> • 2 events with HSEN to support income diversification in VCS • 5 2nd tier advisers receive accredited training • Identify further projects from needs information • Implement projects proposed and resourced in Year Two

SIMILAR OR RELATED SERVICES OR PROJECTS PROVIDED **BY OTHER ORGANISATIONS**

London is well served by consultancies and training providers. However many of these operate on a commercial basis at rates unaffordable to many VCO's. Tendering of consultants to deliver training has shown that a starting rate is £350 a day, significantly more than the majority of VCO's, with an income of under £10,000 a year can afford.

There are two main providers of training services aimed at the VCS – London Voluntary Services Council and Directory of Social Change. However both services are located outside of Hackney and cover in scope the entire City. While therefore a related service that competes with that of LinkUP members they do not represent a significant alternative to services of LinkUp members, not least because they are both chargeable services while LinkUP endeavours to be free on point of delivery to users.

The Council also provides a range of capacity building services through its officers. These tend to be specialised along themes and connected to particular funding regimes. The Council is currently recruiting to its Voluntary Sector Team and it is expected that recruitment will impact on later revisions of this plan.

Hackney Community College is the largest provider of accredited training in the Borough. While it does provide training in management it does not specifically target the VCS. HCVS is developing links with the College to encourage mapping of training courses and progression routes of learners to College courses and higher education.



KEY TARGETS FOR EACH YEAR OF THE BUSINESS PLAN.

Please see previous table

RISK ASSESSMENT OF THE BUSINESS PLAN

<i>Description of risk</i>	<i>Impact</i>	<i>Probability</i>	<i>Existing controls and action required to mitigate the risk</i>	<i>Lead</i>
Insufficient core funding to coordinate delivery of project	Reduced ability to coordinate work across LinkUP members and support strategic engagement through reimbursement of members attendance and work	<u>Medium.</u> Capacitybuilders fund is less than in previous year and application to Hackney Grants was refused.	HCVS will revise business plan in February 2008 once outcome of funding appeal is confirmed. HCVS as lead will also look to incorporate coordination to other role within organisation. Consortium will assess possibility of bidding to Capacitybuilders grants fund. HCVS to coordinate with members a cost analysis of time that Chief Officers can afford to spend supporting LinkUp.	HCVS
Training and development targets not met	Culture of good governance and management weakened and sector unable to compete in public sector commissioning	<u>Low to Medium</u> Targets reflect current delivery across members. Risk comes if their ability to deliver is compromised.	Quarterly meetings will provide members with updates on progress against goals. HCVS will ensure good communication with members to check progress including agreement of share of targets in each year to balance delivery against resources	HCVS

<p>Failure to engage with organisations delivering on Olympics</p>	<p>Sector would lose out on opportunity to benefit from games</p>	<p><u>Medium</u> Coordination between sector and Olympic agencies is not clear leading to lack of communication and potentially missed opportunities</p>	<p>Some strategic engagement work has begun. In 2008 LinkUp members will need to establish formal channels of communication with Hackney and cross-borough Olympic agencies</p>	<p>HCVS</p>
<p>Activities are not delivered according to budget</p>	<p>Overspend could harm delivery of projects as well as future funding</p>	<p><u>Low</u> HCVS as lead has strong financial management systems. Larger risk lies in coordinating financial reporting of different projects with different leads</p>	<p>HCVS will report to LinkUp members on a quarterly basis of LinkUp funds within its control. In 2008 HCVS will agree reporting processes with LinkUP members leading on individual projects</p>	<p>HCVS</p>



INFRASTRUCTURE DEVELOPMENT BUSINESS PLAN

Name of Consortium: LinkUp

Lead body signature:

Date signed:

Date signed off by 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**

See Appendix 1 (attached)

2. *Which organisations are likely to manage and/or lead the projects?*

See Appendix 1

3. *Summary of how the organisations will monitor the outputs and outcomes**

See appendix 1 and attached

4. *Summary of consortium costs showing aggregate costs for identified projects**

See appendix 4 and attached

5. *Estimated staff requirements*

See Appendix 5 and attached

6. *Summary of a fund-raising plan with important dates**

See Appendix 6 and attached

7. *Summary of a marketing plan with important dates*

See Appendix 7 and attached

8. *Consortium structure*

See Appendix 8 and attached

9. *Track record of delivering similar projects*

See Appendix 9 and attached

10. *Summary of the consortium membership*

See appendix 8 and attached