



## CONSORTIA DEVELOPMENT FUND

### INFRASTRUCTURE BUSINESS PLAN 2008-11

**Consortium Name :** Havering ChangeUp Consortium

**Area of Benefit :** Havering

**Lead Body :** Havering Association of Voluntary and Community Organisations (HAVCO)

#### Contact details :

Kim Guest  
HAVCO, Community House, 19/21 Eastern Road, Romford RM1 3NH

Telephone: 01708 742881

Fax: 01708 744373

Email: kim.guest@havco.org.uk

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

##### Vision

To respond positively to the needs of the voluntary and community sector (VCS) in Havering.

##### Mission

The infrastructure organisations in Havering will provide support which will build and empower local frontline voluntary and community organisations (VCOs) through working together.

Main outcome	Timeframe
Support and develop frontline VCOs.	April 2008 – March 2011
Increase the capacity of infrastructure support organisations.	April 2008 – March 2011
Increase and improve the quality of support to the VCS in implementing performance management tools.	April 2008 – March 2011
Improve the effectiveness, representation and quality of Management Committee/Trustee Boards within the VCS.	April 2008 – March 2011
Ensure access to affordable, high quality financial management support.	April 2008 – March 2011
Develop the VCS workforce and human	April 2008 – March 2011

resources.	
Respond to local need for affordable, suitable office, meeting room and training space for the VCS.	April 2008 – March 2011
Develop a single equality scheme and promote the equality and diversity agenda.	April 2008 – March 2011
Improve the quality of funding applications and increase VCS awareness of commissioning procedures and sustainable funding streams.	April 2008 – March 2011
Improve support to the VCS around recruiting, training and developing volunteers and volunteer management.	April 2008 – March 2011
Improve local ICT support and develop robust ICT strategies.	April 2008 – March 2011
Ensure the Consortium is open and transparent and has robust communication methodologies.	April 2008 – March 2011
Develop the Consortium, ensuring it becomes 'fit for purpose'.	April 2008 – March 2011

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

### Aims

The Havering ChangeUp Consortium will support VCOs in Havering by:

- Providing accessible infrastructure support services to local frontline VCOs to a high standard.
- Ensuring infrastructure support meets the needs of local frontline VCOs for increased sustainability.
- Capacity building infrastructure support organisations to develop and maintain appropriate services to front line organisations.
- Ensuring equality and diversity underpins ChangeUp delivery and vision.
- Identifying models of good practice for stakeholder engagement.
- Promoting ChangeUp good practice, associated delivery and support through a variety of media.
- Ensuring the ChangeUp vision informs activity, actions and underpins monitoring.

- Gathering evidence to support the ongoing development of the Consortium services.
- Avoiding duplication through bringing providers together and delivering comprehensive support services.
- Developing and providing training opportunities for local VCOs.
- Identifying models of good practice for performance management and impact assessment.
- Providing networking opportunities for VCOs to work together in partnership.
- Developing the skills of Consortium members.
- Working with sub-regional and regional bodies.

### Objectives

The objectives which are outlined below indicate how the Consortium plans to achieve the above aims over the next 6 years:

- Support and develop frontline organisations through the development of relevant services.
- Increase the capacity of infrastructure support organisations to deliver a comprehensive sustainable range of services.
- Develop a single equality scheme to promote the equality and diversity agenda.
- Increase and improve the quality of support available to the sector in implementing performance improvement tools locally and through sub-regional and national resources.
- Improve the effectiveness, representation and quality of Management Committee/Trustee Boards within the VCS in Havering.
- Respond to local need for affordable, suitable office, meeting room and training space for the local VCS, including the setting up of a shared building.
- Ensure access to affordable, high quality financial management support.
- Improve the quality of funding applications and increase VCS awareness of commissioning procedures and sustainable funding streams.
- Improve current support available to the local VCS around recruiting, training and developing volunteers and volunteer management.
- Develop a greater range of local accessible services to develop the local VCS workforce and support human resources issues.
- Improve local ICT support and develop robust ICT strategies.
- Ensure that the consortium is open and transparent and has robust communication methodologies.
- Develop the Consortium, ensuring it becomes 'fit for purpose'.

**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):

During the past two years, the Havering Consortium has undertaken mapping, or been involved in commissioning the following research into the needs of the VCS in Havering:

- Havering ChangeUp Plan (June 2006)
- Competitive Tendering (May 2005)
- Financial Report (May 2006)
- ICT Surgeries Pilot Report (June 2006)
- Legal Report (June 2006)
- Premises Report (Sept 2007)
- Social Enterprise Business Mapping (Feb 2006)
- Support Needs Mapping – *Performance Improvement, Workforce Development, Governance and Financing Voluntary and Community Sector Activity* (March 2006)
- Volunteering Report (May 2006)
- Havering Voluntary Sector Premises Audit (HAVCO, 2002)

Additional local data that provides relevant data in relation to VCS needs includes:

- Corporate Asset Management Plan 2007 (London Borough of Havering 2007)
- Havering Local Area Agreement (Havering Strategic Partnership, April 2007)
- Core Strategy and Development Control Policies Submission Development Plan Document (Nov 2006), p211 Community Needs)
- Compact for Havering (Havering Strategic Partnership, July 2003)

Findings and recommendations from this research/data, the Consortium Awayday and the Consortium Assessment have led to the identification of the key changes (outcomes) below. In addition consultations have taken place with local VCOs to prioritise infrastructure development needs and discussions held with local development support workers, the East London CVS Network, East London ChangeUp Consortia and the LRC premises sub-group.

The following sub-regional, regional and national research also substantiates evidence of need and includes relevant data:

- East London Infrastructure Investment & Development Plan (ELN Oct 2005)
- Commissioning & Procurement: Fit for Purpose? (ELN May 2006)
- BME VCS Infrastructure in East London sub-region (MiNet May 2007)
- Open to Options: Developing HR & Legal Support (ELN Dec 2006)
- Developing ICT Support to VCOs in East London (ELN Oct 2006)
- Staffing a Collaborative Project (NCVO)
- Guide to Managing ICT in the Voluntary and Community Sector (NCVO, 2007)
- How to Cost and Fund ICT (NCVO, 2007)
- Funding and Costing Workforce and Governance Development (Workforce Hub, 2007)
- London Employment and Skills Taskforce for 2012 – Action Plan to maximise the employment and skills benefits of the London 2012 Olympic Games and Paralympic Games (LDA)
- London VCS Premises Research Study (Environment Trust Associates, 2007)

- Building Blocks – Developing second-tier support for frontline groups (City Parochial Foundation, 2007)
- A Strategy for Building a World Class Third Sector in London Thames Gateway (TGLP Nov 2006), pages 44-52
- Building a World Class Third Sector Workforce in East London (TGLP Nov 2006), pages 34-59
- London Infrastructure Development Plan (LVSC April 2006)
- Destination 2014 (Capacitybuilders July 2007)
- The Future Role of the Third Sector in Social and Economic Regeneration (Office of the Third Sector, July 2007)
- The London Plan (Greater London Authority Feb 2004)
- Voluntary Sector Skills Survey 2007 (Workforce Hub, 2007)

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

The Consortium aims to make the following long term key changes over the next 6 years to:

- Ensure frontline organisations in Havering are able to access relevant services, which increase their capacity and sustainability.
- Increase the capacity of infrastructure support organisations to support frontline organisations to become more sustainable.
- Ensure local VCOs have a better understanding of the equality and diversity agenda through training and support for 50 organisations a year.
- Continue to promote engagement and develop networking opportunities with those groups working with local neighbourhoods and the 'equality strands' including gender, gender reassignment, disability, sexual orientation, religion or belief and age.
- Provide access to support and information for 50 organisations a year to increase their knowledge and implementation of performance management tools.
- Raise awareness and provide support and training for 150 organisations (to 2014) of best practice in relation to governance.
- Increase the capacity of infrastructure support organisations to support local VCOs to manage and gain access to suitable, affordable and accessible premises.
- Increase the capacity of infrastructure support organisations to deliver quality accredited financial management support with 15 frontline organisations per year.
- Increase the sustainability of infrastructure support organisations to deliver fundraising support and build the capacity of frontline organisations in putting together funding applications.
- Provide capacity building support and information for 150 organisations (to 2014) to increase their knowledge of the procurement agenda and alternative funding streams.
- Build the capacity of 20 organisations a year in managing and developing volunteers and increase awareness of volunteering opportunities available locally and through the

Olympics.

- Provide training and support to Volunteers and Managers of local VCOs around the Olympics.
- Develop sustainable access to HR support for VCOs across Havering.
- Develop the workforce of local VCOs through access to skills development support and training.
- Provide ICT and Media health checks and support the development of Media and ICT strategies with 200 organisations (to 2011).
- Develop a sub-regional ICT circuit rider project which will provide support and information for 50 local voluntary and community sector organisations per year.
- Develop communication methodologies to ensure VCOs are involved in the ChangeUp process and can participate in making informed choices around infrastructure support needs.
- Ensure the Consortium is enabled and supported in becoming 'fit for purpose' to deliver infrastructure support.

Between 2008 and 2011 the Consortium will particularly focus on the following outcomes and changes:

- Researching the use of Performance Tools, implementation across infrastructure development organisations and dissemination of best practice to local VCOs.
- Raising the profile around best practice in relation to governance and providing support through taster sessions.
- Providing organisational development training in financial management, legal responsibilities and governance.
- Developing a Premises feasibility study, business plan and provision of legal support.
- Delivering fundraising workshops and identify training and support needs in relation to procurement and commissioning.
- Developing income-generating strategies for local infrastructure organisations and dissemination to frontline voluntary and community groups.
- Delivering the sustainability project across the local VCS.
- Working with the volunteering centre and provide capacity building to local VCOs around recruiting and developing volunteers.
- Increasing the capacity of infrastructure support and frontline organisations through workforce development and HR resources.
- Developing ICT mini hubs and one to one support for VCOs in developing ICT strategies.
- Promoting the single equality scheme and delivering a programme of training around equality and diversity to VCS staff and volunteers.
- Developing the Consortium through delivery of the Consortium Improvement Development Plan.

### **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.

The beneficiaries and stakeholders of the Havering ChangeUp Consortium are local infrastructure support and frontline voluntary and community sector organisations, public sector partners including the London Borough of Havering and PCT and local funders. Regular Consortium meetings are held with these partners, funders and infrastructure support organisations; these meetings provide a forum for discussing ChangeUp, how to best meet local infrastructure needs and for consultation around business and strategic planning; emails are also used for consultation purposes between meetings. The inclusion of statutory and specialist agencies as part of the Havering Consortium has enabled discussions to take place around local initiatives and the importance of these in developing and working with local VCOs, areas of focus include:

- Equalities – development of specialist equality and diversity infrastructure support organisation to increase access to services and working towards the equalities agenda through impact assessments and awareness raising.
- Social Enterprise – provision of training and information around social enterprise and working with specialist providers to encourage the sector to become more enterprising.
- Local Area Agreements – working with the local authority on 2 VCS led targets: LAA 1, NI6 – improving numbers of volunteers and LAA2, NI7 – environment for a thriving third sector.
- Consortium Skills – Consortium development through skills audit of represented specialist agencies with informed knowledge of infrastructure needs, local initiatives and borough demographics and identification of additional organisations with skills needed for inviting onto the Consortium

Regular Newsletter articles are distributed through the Consortium members to frontline VCOs and other public sector partners updating beneficiaries and stakeholders about ChangeUp and local delivery, training opportunities and organisational resources. In addition, through Consortium partnership working, information is distributed to those groups providing services to the 'equality strands' including BME, gender, gender reassignment, disability, sexual orientation, religion or belief and age. Updates are also included on partner websites and presented at East London sub-regional meetings where additional specialist organisations serving the 'equality strands' attend.

With regards to specialist support local ChangeUp delivery has also utilised resources from Interchange, LASA, ACE and LNECF.

Several methods have been used to ensure that a variety of local VCOs have been involved in identifying infrastructure needs under ChangeUp and the development of this plan:

#### **Consultations**

Consultations with 350+ local voluntary and community sector organisations in Havering, including:

- BME

- Faith
- Older People
- Children and Young People
- Disability
- Health

#### Events

- Premises Meeting – July 2007
- Premises Event – November 2007
- Consultation Feedback – October 2007
- HR meeting – October 2007
- Open House Consultation – December 2007
- Voluntary Sector Forums – bi-monthly basis
- Local events – distribution of ChangeUp information

Networking opportunities have also been utilised during the above events.

#### Training

- ICT Surgeries (2006)
- Legal Training – HR and Premises (2006/07)
- Governing Board Awaydays (2006/07)

#### Questionnaires

- Prioritising Infrastructure Needs
- Consultation on Plans
- Premises Requirements
- Premises Resources
- HR Health Checks

#### Mapping

- Havering Infrastructure Development Plan (2006)
- Competitive Tendering (2005)
- Financial Report (2006)
- ICT Surgeries Pilot Report (2006)
- Legal Report (2006)
- Premises Report (2007)
- Social Enterprise Business Mapping (2006)
- Volunteering Report (2006)
- Support Needs Mapping (2006) – *Performance Improvement, Workforce Development, Governance and Financial Voluntary and Community Sector Activity*

#### Research

- East London Infrastructure Investment & Development Plan (ELN Oct 2005)
- Commissioning & Procurement: Fit for Purpose? (ELN May 2006)

- BME VCS Infrastructure in East London sub-region (MiNet May 2007)
- Open to Options: Developing HR & Legal Support (ELN Dec 2006)
- Developing ICT Support to VCOs in East London (ELN Oct 2006)
- A Strategy for Building a World Class Third Sector in London Thames Gateway (TGLP Nov 2006)
- Building a World Class Third Sector Workforce in East London (TGLP Nov 2006 34-59)
- London Infrastructure Development Plan (LVSC April 2006)
- Destination 2014 (Capacitybuilders July 2007)

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

Objective	Project
<p>Support and develop frontline organisations through the development of relevant services.</p> <p>Increase the capacity of infrastructure support organisations to deliver a comprehensive sustainable range of services.</p> <p>Increase and improve the quality of support available to the sector in implementing performance management tools locally and through sub-regional and national resources.</p>	<p>Research the use of performance tools in the sector, particularly focusing on:</p> <ul style="list-style-type: none"> <li>• The type of tool</li> <li>• The motivation behind its implementation.</li> </ul> <p>Disseminate best practice around performance improvement and quality systems to frontline VCOs through a series of 5 training sessions focusing on:</p> <ul style="list-style-type: none"> <li>• Types of performance management tools and quality systems</li> <li>• Assessing organisational needs</li> <li>• Choosing the right performance management tools</li> <li>• Processes and application</li> <li>• Systems and evidencing.</li> </ul> <p>Implement the NAVCA toolkit across an infrastructure support organisation and disseminate best practice to 150 VCOs through a variety of media, including:</p> <ul style="list-style-type: none"> <li>• Newsletters</li> <li>• Mail shots</li> <li>• Websites</li> <li>• Events and meeting publicity.</li> </ul> <p>Work with the Performance Management national support service in delivering training and provision of resource material.</p>

<p>Support and develop frontline organisations through the development of relevant services.</p> <p>Improve the effectiveness, representation and quality of Management Committee/Trustee Boards within the VCS in Havering.</p>	<p>Raise the profile and develop taster sessions around best practice in relation to governance in the following areas:</p> <ul style="list-style-type: none"> <li>• Retaining and recruiting Board members</li> <li>• Improving the profile of voluntary activity and increasing diversity</li> <li>• Roles and responsibilities</li> <li>• Competences and standards in Governance.</li> </ul> <p>One to one support for Board members and key staff provided through development workers and peer networking.</p> <p>Develop induction processes and board shadowing initiatives for new board members.</p> <p>Work with the Leadership and Governance national support service in delivering training and provision of resource material to 50 VCOs per year.</p>
<p>Support and develop frontline organisations through the development of relevant services.</p> <p>Ensure access to affordable, high quality financial management support.</p> <p>Develop a greater range of local accessible services to develop the local VCS workforce and support human resources issues.</p>	<p>Provide organisational development training with 45 VCOs on:</p> <ul style="list-style-type: none"> <li>• Financial management (through ACE)</li> <li>• Legal responsibilities (through East London CVS Network)</li> <li>• Governance (as above project)</li> <li>• Disaster Recovery</li> </ul> <p>One to one support for key staff provided through development workers.</p> <p>Targeting of representatives from infrastructure support organisations, including faith groups, BME groups and emerging/new infrastructure support groups.</p> <p>Capacity building of representative forums and networks to increase qualitative support to small groups.</p> <p>Work with the Equalities and Diversity national support service in developing inclusive access to project support and provision of resource material.</p>

<p>Support and develop frontline organisations through the development of relevant services.</p> <p>Increase the capacity of infrastructure support organisations to deliver a comprehensive sustainable range of services.</p> <p>Respond to local need for affordable, suitable office, meeting room and training space for the local VCS, including the setting up of a shared building.</p>	<p>Develop a feasibility study and business plan from the Premises Report to identify:</p> <ul style="list-style-type: none"> <li>• Detailed space requirements and shared occupancy</li> <li>• Models of working and partnership development</li> <li>• Short and long-term options</li> <li>• A fully planned and costed project including building and refurbishment works</li> <li>• Appropriate funding for development.</li> </ul> <p>Continue to link groups to available premises and resources available through other VCOs.</p> <p>Continue to provide legal support and training on premises related issues, through the East London CVS Network.</p> <p>Work with local VCOs around the management of premises.</p> <p>Continue to work with the local authority around asset transfer.</p> <p>Develop links with others working on Premises issues in East London through attendance at working group meetings and workshops. Representation on the LRC Premises Sub-group.</p> <p>Build on Premises website page.</p>
<p>Support and develop frontline organisations through the development of relevant services.</p> <p>Increase the capacity of infrastructure support organisations to deliver a comprehensive sustainable range of services.</p> <p>Develop a single equality scheme to promote the equality and diversity agenda.</p> <p>Improve the quality of funding applications and increase VCS awareness of commissioning procedures and sustainable funding streams.</p>	<p>Work with fundraising support workers and funders in delivering 8 workshops to 64 organisations around:</p> <ul style="list-style-type: none"> <li>• Putting together funding applications (1)</li> <li>• Putting together funding applications (2)</li> <li>• Working in partnership</li> <li>• Financial systems and monitoring (with ACE).</li> </ul> <p>Build on the work of the Procurement Report and identify training and support needs around the procurement agenda, including the development of equality and diversity policies.</p> <p>Work with the local authority and PCT in</p>

	<p>delivering 2 workshops to 16 VCOs around commissioning and procurement.</p> <p>Develop income-generating strategies for 10 local infrastructure organisations.</p> <p>Identify the sectors where social enterprises from the local VCS could flourish and link with local, sub-regional and regional support.</p> <p>Work with local organisations, sub-regional/ regional agencies and the Income Generation national support service in delivering training and provision of resource material.</p>
<p>Increase the capacity of infrastructure support organisations to ensure local VCOs achieve sustainability.</p>	<p>Deliver sustainability project developed with the East London CVS Network across the local VCS through:</p> <ul style="list-style-type: none"> <li>• Attendance at the T4T course and associated workshops.</li> <li>• Cascading training to local frontline VCOs.</li> <li>• Utilising sustainability project resources.</li> <li>• Attending local action group.</li> <li>• One to one support with local VCOs through development workers.</li> </ul>
<p>Support and develop frontline organisations through the development of relevant services.</p> <p>Improve current support available to the local VCS around recruiting, training and developing volunteers and volunteer management.</p> <p>Develop a greater range of local accessible services to develop the local VCS workforce and support human resources issues.</p>	<p>Work with the volunteering centre to:</p> <ul style="list-style-type: none"> <li>• Improve the volunteering experience and encourage a greater diversity of volunteers.</li> <li>• Market the support offered by local support agencies to volunteers.</li> <li>• Market opportunities to employers, businesses and statutory organisations.</li> </ul> <p>Work with the council to establish an Employee Volunteering Scheme.</p> <p>Continue to develop data gathering information on volunteer placements and develop record keeping on volunteers.</p> <p>Capacity build and provide resources to local VCOs around recruiting and developing volunteers by offering 6 training sessions to 60 VCOs and working with the Modernising Volunteering national support service.</p>

	<p>Develop projects with the East London CVS Network around cross borough Olympic activities.</p>
<p>Support and develop frontline organisations through the development of relevant services.</p> <p>Increase the capacity of infrastructure support organisations to deliver a comprehensive sustainable range of services.</p> <p>Ensure access to affordable, high quality financial management support.</p> <p>Improve the quality of funding applications and increase VCS awareness of commissioning procedures and sustainable funding streams.</p> <p>Develop a greater range of local accessible services to develop the local VCS workforce and support human resources issues.</p>	<p>Work with infrastructure support organisations to provide 10 workshops/courses on:</p> <ul style="list-style-type: none"> <li>• VCO training plans and budgets (LEAD and ACE).</li> <li>• Information on funding for workforce development.</li> <li>• Workforce development opportunities, management training and leadership skills.</li> <li>• ICT training for staff and volunteers.</li> <li>• First Aid training.</li> <li>• Equality &amp; Diversity (as below)</li> </ul> <p>Develop HR resources identified through local health checks study, e.g. shared worker, buying in support, link to national initiatives.</p> <p>Identify funding for HR support.</p> <p>Work with East London CVS network to deliver HR training to local VCOs.</p> <p>Work with the Leadership and Governance national support service in delivering training and provision of resource material.</p>
<p>Support and develop frontline organisations through the development of relevant services.</p> <p>Improve local ICT support and develop robust ICT strategies.</p>	<p>Deliver ICT support, including information and publicity through BASIS to:</p> <ul style="list-style-type: none"> <li>• Engage with 100 groups to support them in developing media and ICT strategies.</li> <li>• Engage with 100 groups to plan the development of media and ICT strategies.</li> <li>• Work with 15 groups to set up websites.</li> <li>• Provide print and design facilities.</li> <li>• Provide training to 100 staff and volunteers in ICT qualifications.</li> </ul> <p>Work with East London CVS Network in developing ICT mini hubs and sign-posting of VCOs to ICT resources available at local, sub-regional and national level x 50 VCOs per year.</p>

<p>Support and develop frontline organisations through the development of relevant services.</p> <p>Increase the capacity of infrastructure support organisations to deliver a comprehensive sustainable range of services.</p> <p>Develop a single equality scheme to promote the equality and diversity agenda.</p> <p>Ensure that the Consortium is open and transparent and has robust communication methodologies.</p>	<p>Promote the single equality scheme with staff from local VCOs through a programme of training (x 6 sessions) around:</p> <ul style="list-style-type: none"> <li>• Understanding the equality and diversity agenda.</li> <li>• Applying a single equality scheme.</li> <li>• Evaluating and monitoring diversity..</li> </ul> <p>Organise 3 training workshops around equal opportunities policies to ensure that service provision is accessible and appropriate to all users.</p> <p>Organise 2 training workshops and e-learning around equality and diversity (applying, understanding, working together) to staff and management.</p> <p>Organise training around equality impact assessment relevant to all equality strands.</p> <p>Work with the Equalities and Diversity national support service in delivering training and provision of resource material.</p> <p>Conduct research into local VCOs delivering services for hard to reach/minority groups across Havering. Develop support programmes.</p>
<p>Support and develop frontline organisations through the development of relevant services.</p> <p>Increase the capacity of infrastructure support organisations to deliver a comprehensive sustainable range of services.</p> <p>Develop a single equality scheme to promote the equality and diversity agenda.</p> <p>Ensure that the Consortium is open and transparent and has robust communication methodologies.</p> <p>Develop the Consortium, ensuring it becomes 'fit for purpose'.</p>	<p>Consortium development around the following priority actions:</p> <ul style="list-style-type: none"> <li>• Stakeholder Engagement – work together to identify models of good practice, pilot and evaluate selected model and roll out across the patch.</li> <li>• Communication – get more frontline organisations involved through statutory sector promotion. E-news to be event specific. Reinforce the message.</li> <li>• Consortium Team – Agree shared vision and publish it (completed see above). Drive vision by 6 modules.</li> <li>• Skills and Knowledge – Showcase good practice through newsletters. Piggyback at other events and public meetings. Consortium exhibition stand. Carry out skills audit with help from</li> </ul>

	<p>statutory members.</p> <ul style="list-style-type: none"> <li>• Equality &amp; Diversity – look at toolkit and adapt to meet single equality scheme (see project above).</li> <li>• Performance Management – Evidence good practice. Training on impact assessment for consortium and develop cascade training and resources.</li> </ul> <p>Organise Consortium Awayday each year to assess:</p> <ul style="list-style-type: none"> <li>• ChangeUp delivery to date</li> <li>• Local impact of project work</li> <li>• Forward strategies and development work</li> </ul> <p>Review Consortium Development Plan and progress against assessment toolkit.</p> <p>Continue to update ChangeUp website and disseminate information through Consortium newsletters.</p> <p>Work with the Marketing and Communications and Campaigning and Advocacy national support services in reinforcing the ChangeUp message, publicising project activity and developing inclusive methodologies.</p>
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**Please provide details of research into any similar or related services or projects provided by other organisations:**

The Havering ChangeUp Consortium represents the voluntary and community sector organisations providing infrastructure and capacity building services to local frontline groups. In identifying representatives to sit on the Consortium at the initial stage of ChangeUp it was reinforced how few organisations in the borough provide infrastructure support. Infrastructure support at that time was less developed and ChangeUp has presented an opportunity to build on services through those organisations on the Consortium.

ChangeUp has therefore facilitated a Consortium which works in partnership, avoids duplication and promotes best practice to VCOs across Havering. The inclusion of projects identified in this Business Plan has been compiled from extensive research with local groups, co-ordinated delivery with the East London sub-regional network and the utilising of national support and resources.

The approach taken has been one that identifies and works with other agencies and projects to avoid duplication and provides as wide a range of resources as possible to help local groups

become more sustainable. The following is a summary of ways in which ChangeUp will work with these agencies during the next 3 years of project delivery:

- Performance tools – working with regional and national organisations, including the Performance Management support service, this project will implement performance improvement toolkits and disseminate best practice.
- Governance – using development worker, support will be provided to groups around best practice in governance. The Leadership and Governance national support service resources will also be utilised.
- Organisational training – a co-ordination approach will be developed to work with other capacity building projects and sub-regional support through financial management (ACE), legal responsibilities (ELN) and governance (support worker). The project will also work with the Equalities and Diversity national support service in developing inclusive access to project support and provision of resource material.
- Premises – this project will work closely with the statutory sector and feed into regional support through the London sub-group and East London sub-regional developments.
- Fundraising support - building on the work of the Procurement Report and funding support will ensure that existing projects are utilised to bring added value to workshop delivery. The project will also work with the Income Generation national support service in delivering training and provision of resource material.
- Sustainability project – Consortium members have formed partnerships with other agencies including SEL, London Councils, Supply London and LSC whose resources will feed into this project. Continued access to training through the East London Network will develop cascade training to local groups.
- Volunteering – the project will work closely with the local volunteering centre to improve the volunteering experience and provide capacity building training around recruiting, developing and managing volunteers. It will also develop resources through the Modernising Volunteering national support service.
- 2012 – projects will be developed, taking account of local volunteering activities, with the East London Network around cross borough Olympic programmes.
- Workforce development – a co-ordination approach to workforce development delivery with other capacity building projects including LEAD. HR training will also be provided through the East London Network and resources will be utilised from the Leadership and Governance national support service.
- ICT – working on a sub-regional basis to set up a mini-hub providing ICT support will avoid duplication and help sustain organisations. The project will also work closely with other projects under the BASIS programme and develop local ICT strategies.
- Equality and Diversity – local statutory agencies on the Consortium will work in partnership to provide a programme of training to VCS staff and volunteers. The East London Network and national agency resources, including those provided through the Equalities and Diversity national support service will also be utilised in addressing gaps in equality and diversity. Research will take place around identifying and supporting local VCOs delivering services for hard to reach/minority groups across Havering.
- Consortium – Membership of the Consortium consists of voluntary and community infrastructure support organisations, statutory agencies and funders. Working in partnership to develop the Consortium towards becoming 'fit for purpose' will ensure that infrastructure support best meets the needs of the VCS in Havering.

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

Year	Project	Target
2008 – 2011	Improving Performance project	5 training sessions. Each attracting a minimum of 6 participants with 25% from neighbourhood based organisations and 50% from organisations providing services to 'equality strands'.  Implementation of NAVCA toolkit best practice disseminated to 150 VCOs.
2008 – 2011	Governance project	8 Taster sessions. Each attracting a minimum of 5 participants. One to one support provided when required with 30 VCOs. Dissemination of best practice to 75 VCOs.
2008 – 2011	Organisational Development training	Training and one to one support with 45 organisations on financial management, legal responsibilities, Governance and Disaster Recovery.
2008 – 2011	Premises project	Feasibility Study and Business Plan.  Premises Legal training x 6 participants per course.
2008 – 2011	Funding Support project	10 workshops. Each attracting a minimum of 8 participants with 25% of participants from neighbourhood based organisations and 50% from organisations providing services to 'equality strands'. Work with ELN on Sustainability and Income

2008 – 2011	Volunteering project	<p>Generation projects. Information disseminated to 75 VCOs.</p> <p>6 training sessions. Each attracting a minimum of 10 participants with 25% from neighbourhood based organisations and 50% from organisations providing services to 'equality strands'. Work with ELN around Olympic activities and Volunteering project.</p>
2008 - 2011	Workforce Development project	<p>8 training sessions including ICT, First Aid. Each attracting a minimum of 8 participants. 2 Management/ Leadership Skills courses. Each attracting a minimum of 10 participants. 50% of participants from neighbourhood based and/or equality organisations. HR funding application. Work with ELN to deliver HR training x 6 participants each session.</p>
2008 – 2011	ICT project	<p>Work with ELN on developing ICT mini-hubs supporting 50 VCOs. BASIS - 200 VCOs receiving support and information on planning and developing media and ICT strategies. 15 groups supported in setting up websites. Provision of ICT training and printing/design facilities.</p>
2008 – 2011	Equality and Diversity project	<p>Single Equality Scheme. 8 training sessions, 3 policy and 2 equality and diversity workshops. Each attracting minimum of 8 participants with 25% from</p>

2008 -2011	Havering Consortium Development project	<p>neighbourhood based organisations and 50% from organisations providing services to 'equality strands'. Information disseminated to 150 VCOs, including additional training and e-network</p> <p>Delivery against priority actions, Consortium Development Plan and assessment toolkit. 3 Awaydays plus Assessments. Develop Stakeholder Engagement models of good practice. E-news network. Regular updates to ChangeUp website. Havering ChangeUp Exhibition Stand. 3 training sessions on impact assessment. Attendance by Consortium members, cascade training and resources to wider VCS.</p> <p><i>Note – training sessions and workshops will be incorporated into a 'Training Diary' for inclusion on Websites and in Newsletters.</i></p>
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**Please provide a risk assessment of the business plan:** [including how risks will be contained and mitigated]

Description of risk	Impact	Probability	Existing controls and action required to mitigate the risk	Lead responsibility
Training outputs and outcomes not achieved	Failure to bring about increased capacity of local VCS	Low	Targets contained in this plan are realistic based on numbers accessing previous learning opportunities	HAVCO, Chief Executive

Insufficient funding to take the delivery forward	Failure to bring about increased capacity of local VCS	Medium	Targets and outcomes to be adjusted according to funding - use of partnership support	HAVCO, Chief Executive and Havering Consortium agreement
Unable to appoint project staff	Failure to deliver projects as per outputs and outcomes	Medium	Alternative delivery methods will be sought including secondments	HAVCO, Chief Executive and Havering Consortium agreement
Non take-up by local VCOs	Failure to bring about increased VCO capacity across a wide range of groups	Low	Communication and publicity strategies will raise profile and publicise to a wide range of VCOs - use of Havering Consortium networks  Projects - In depth support and training will provide relevant capacity building provision	HAVCO, Chief Executive and Havering Consortium agreement

## Annexes

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 ✓
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 ✓

## INFRASTRUCTURE DEVELOPMENT STRATEGY 2008-2014

### Annex

#### Havering ChangeUp

Terms of Reference on how the ChangeUp Consortium will work to deliver the Havering 10-year Infrastructure Development Plan

*Adopted October 2006*

*Revisited August and Agreed November 2007*

#### Membership

Organisations can participate in the ChangeUp Consortium if:

- The delivery of support services to the wider sector (i.e. infrastructure status) is clearly defined in their constitution, aims and or objectives.
- They provide capacity building/support services to the wider sector
- They can commit to sending a senior representative to the Consortium on a quarterly basis and will attend at least 2 meetings per year.
- They can commit to attending special meetings which may also be called.
- They are committed to working towards achieving quality standards agreed by the group as a whole
- They commit to the mission, values and code of conduct of Havering ChangeUp and sign-up to the process
- They can provide a positive testimonial from an organisation from the wider sector who they have actively supported

Representatives of the organisations must be individuals with decision-making authority. If unable to attend they must endeavour to send an informed replacement.

Through majority vote, the Group can ask a representative to leave the Group if:

- The representative organisation does not attend at least 2 meetings per year.
- The organisation undergoes any experiences that could bring the reputation of the Havering ChangeUp Partnership into disrepute. The Consortium will determine what constitutes such an experience during the first month of operation.
- The organisation actively undermines the mission, values and code of conduct of Havering ChangeUp and/or acts in isolation – delivering activities that are part of the Havering ChangeUp ten-year plan but without the support and agreement of the Consortium

Statutory organisations will be invited to attend the Consortium as appropriate. They will be invited to participate actively but will not have voting rights.

#### Frequency of meetings

The Consortium will meet on a quarterly basis.

## **How is the Chair decided?**

The ChangeUp Consortium has been chaired by the Chief Executive of HAVCO. Post-November 2007, the Chair will be elected by the Consortium and the elected Chair will preside for a period of one year to allow for equity and rotation. The Chair will need to be nominated by two members of the Consortium and supported by majority vote.

The Consortium will draw up a role specification for the Chair and Vice Chair roles.

## **How are decisions made?**

Havering ChangeUp is committed to transparency and will post all minutes of meetings on the HAVCO website ([www.havco.org.uk](http://www.havco.org.uk)).

Decisions will be made by majority vote after informed discussion at meetings and email consultations.

## **Who co-ordinates and services the group?**

Havering ChangeUp will be co-ordinated and supported by HAVCO. In the development phase, Havering ChangeUp was co-ordinated by HAVCO and information disseminated to Consortium members in order to ensure the equal and unbiased development of the plan and to allow all parties to contribute freely and without obligation to the process.

A ChangeUp Development Co-ordinator and Administrator has been employed by HAVCO to develop and co-ordinate delivery of the 10-year plan, which will be reviewed in December 2007 and thereafter on a six monthly basis. The Havering ChangeUp Consultant and Administrator will be responsible for:

- servicing meetings
- managing the finances (with the Finance Officer)
- co-ordinating and disseminating information (newsletter, website)
- overseeing the delivery of initial actions through liaising with delivery organisations and Consortium members
- monitoring and reporting on progress against the action plan
- submitting claims on ChangeUp delivery as per funding criteria
- co-ordinating and managing project specific outcomes

## **What roles will group members have?**

All Group members will actively participate in the delivery of the ten-year plan and will work on specific themes and activities for example in developing activity briefs, according to their skills and experience.

## **How is spend managed?**

HAVCO will manage the ChangeUp funding against delivery of the plan and will report on finances at each meeting of the Consortium.

## **How are funds allocated between infrastructure groups?**

Funding for the delivery of services will be open to any organisation, which has the capacity to deliver projects and activities identified by the outcomes framework.

To ensure that monies are allocated equitably, it is key that there is an agreed and transparent process to ensure that monies are distributed to the best equipped and most cost effective organisation in order to undertake the work.

Therefore the process will be as follows:

- 1) A brief for each piece of work will be produced and funding will be allocated for the delivery of each project and activity.
- 2) The brief will be circulated to all Consortium members and placed on the ChangeUp website.
- 3) A simple expression of interest form will be provided to interested parties with a specified date for return.
- 4) All expressions of interests will be assessed against agreed criteria by Consortium members and independent representatives thereby ensuring equity and objectivity.
- 5) A contract will be drawn up (letter of agreement) and an up front payment will be released in advance of the work being undertaken, with interim and remainder payments made accordingly by the financial managing body (HAVCO). The delivery body will be expected to provide an audit trail to prove spend has been in line with budget prior to receiving the final portion. Actual costs will be paid, up to the value of the agreed allocation.

Should a Consortium member express an interest in delivering the work, they may not partake in the decision making process.

### **Who monitors progress?**

The HAVCO ChangeUp Development Co-ordinator and Finance Officer will monitor progress against spend and delivery and will provide reports to the Consortium.

The Co-ordinator will monitor delivery by liaising with the delivery bodies tasked to undertake specific pieces of work.

The Consortium will be responsible for taking action and resolving any issues where delivery or spend are not in line with projections and agreed timescales.

### **How is delivery evaluated?**

The Havering ChangeUp Consortium will receive reports around impact assessment and will commission an independent evaluation of specific areas of delivery on an annual basis. The evaluation will look at:

- Delivery (quality, timeliness, cost effectiveness)
- Management (process, finances and participation)
- Impact (difference made, effectiveness)

## **Communication Strategy**

Communication with Consortium members will be through email and hard copy. All meeting agendas, minutes, reports and information will be distributed via email prior to Consortium meetings, with further consultations regarding decisions from those meetings sent to all members by email for agreement.

All ChangeUp information, leaflets and articles requiring circulation to local voluntary and community organisations will be forwarded to Consortium members for distribution to contact lists. Details of these items will also be posted on the HAVCO website.

In order to establish synergy with local and national ChangeUp delivery regular update bulletins will be emailed to Consortium members, updates will also be provided at Consortium meetings. Contact details for national and sub-regional bodies are attached as an Appendix to this document.

## **How is the impact of the ten-year plan measured?**

The impact will be measured on two fronts:

- 1) Are the infrastructure groups better equipped to provide support services to the wider sector?
- 2) Does the wider sector note an improvement in the breadth and quality of support services offered to them?

This will be measured through quantitative evaluation on an annual basis, through a random selection of one to one interviews with infrastructure and wider sector organisations.

Comparison will be made against baseline information from the Havering ChangeUp consultation 2005 and updated plans.

## **When will the plan be reviewed?**

The 10-year plan will take account of future developments and project evaluations, as such it will be reviewed in December 2007 and thereafter on a six monthly basis. A work plan will also operate alongside these Terms of Reference for review on a six monthly basis, the first date of which will be December 2007.

## APPENDIX

Website Contact Details:

Information on ChangeUp and the National Hubs

[www.changeup.org.uk](http://www.changeup.org.uk)

National agency managing the ChangeUp programme

[www.capacitybuilders.org.uk](http://www.capacitybuilders.org.uk)

Sub-regional (East London) information

[www.elcvnetwork.org.uk](http://www.elcvnetwork.org.uk)

Local (Havering) information

[www.havco.org.uk](http://www.havco.org.uk)

**Annex 1**

**Havering ChangeUp  
 Milestones and Targets**

Project		2008/09 (Apr 08 to Mar 09)	2009/10 (Apr 09 to Mar 10)	2010/11 (Apr 10 to Mar 11)
Improving Performance Project	Q1	<ul style="list-style-type: none"> <li>Identify delivery staff</li> <li>Research commences</li> </ul>	<ul style="list-style-type: none"> <li>Performance Tool</li> <li>Training</li> <li>Review course material</li> </ul>	<ul style="list-style-type: none"> <li>Dissemination and support</li> <li>Training</li> <li>Monitoring</li> </ul>
	Q2	<ul style="list-style-type: none"> <li>Implementation of performance tool</li> </ul>	<ul style="list-style-type: none"> <li>Performance Tool</li> <li>Training</li> </ul>	<ul style="list-style-type: none"> <li>Dissemination and support</li> <li>Monitoring</li> </ul>
	Q3	<ul style="list-style-type: none"> <li>Performance tool</li> <li>Dissemination of best practice</li> <li>Identify and confirm training</li> <li>Publicity</li> </ul>	<ul style="list-style-type: none"> <li>Performance Tool</li> <li>Dissemination</li> <li>Training</li> <li>Monitoring</li> </ul>	<ul style="list-style-type: none"> <li>Review monitoring information</li> <li>Written report</li> </ul>
	Q4	<ul style="list-style-type: none"> <li>Performance tool</li> <li>Dissemination</li> <li>Training commences</li> </ul>	<ul style="list-style-type: none"> <li>Performance Tool</li> <li>Dissemination and support</li> <li>Monitoring</li> </ul>	<ul style="list-style-type: none"> <li>Written report completed</li> </ul>

Project		2008/09 (Apr 08 to Mar 09)	2009/10 (Apr 09 to Mar 10)	2010/11 (Apr 10 to Mar 11)
Governance Project	Q1	<ul style="list-style-type: none"> <li>Identify delivery staff</li> <li>Publicity</li> <li>Support commences</li> </ul>	<ul style="list-style-type: none"> <li>Support and training</li> <li>Review course material</li> <li>Development of Induction processes</li> </ul>	<ul style="list-style-type: none"> <li>Support and training</li> <li>Collation of monitoring</li> <li>Dissemination of best practice</li> </ul>
	Q2	<ul style="list-style-type: none"> <li>Support</li> <li>Identify and confirm training</li> </ul>	<ul style="list-style-type: none"> <li>Support and training</li> <li>Dissemination of best practice</li> </ul>	<ul style="list-style-type: none"> <li>Support</li> <li>Collation of monitoring</li> </ul>
	Q3	<ul style="list-style-type: none"> <li>Support</li> <li>Training commences</li> </ul>	<ul style="list-style-type: none"> <li>Support and training</li> <li>Dissemination of best practice</li> </ul>	<ul style="list-style-type: none"> <li>Collation of monitoring</li> <li>Written report</li> </ul>
	Q4	<ul style="list-style-type: none"> <li>Support</li> <li>Training</li> </ul>	<ul style="list-style-type: none"> <li>Support and training</li> <li>Dissemination of best practice</li> </ul>	<ul style="list-style-type: none"> <li>Review monitoring information</li> <li>Written report completed</li> </ul>

Project		2008/09 (Apr 08 to Mar 09)	2009/10 (Apr 09 to Mar 10)	2010/11 (Apr 10 to Mar 11)
Organisational Development Training	Q1	<ul style="list-style-type: none"> <li>▪ Identify delivery staff</li> <li>▪ Identify and confirm training</li> <li>▪ Accreditation developed</li> <li>▪ Publicity</li> <li>▪ HR training commences - ELN</li> </ul>	<ul style="list-style-type: none"> <li>▪ Identify and confirm training</li> <li>▪ Publicity</li> <li>▪ Disaster Recovery Training commences</li> <li>▪ Further accredited financial training developed</li> </ul>	<ul style="list-style-type: none"> <li>▪ ELN training (see Workforce Development project below)</li> </ul>
	Q2	<ul style="list-style-type: none"> <li>▪ Accreditation developed</li> <li>▪ Training</li> </ul>	<ul style="list-style-type: none"> <li>▪ Support</li> <li>▪ Training</li> </ul>	<ul style="list-style-type: none"> <li>▪ ELN training (see Workforce Development project below)</li> </ul>
	Q3	<ul style="list-style-type: none"> <li>▪ Publicity</li> <li>▪ Financial training commences</li> </ul>	<ul style="list-style-type: none"> <li>▪ Support</li> <li>▪ Review course material</li> </ul>	<ul style="list-style-type: none"> <li>▪ ELN training (see Workforce Development project below)</li> </ul>
	Q4	<ul style="list-style-type: none"> <li>▪ Training</li> <li>▪ Support</li> </ul>	<ul style="list-style-type: none"> <li>▪ Support</li> <li>▪ Training</li> <li>▪ Collation of monitoring</li> <li>▪ Written report</li> </ul>	<ul style="list-style-type: none"> <li>▪ ELN training (see Workforce Development project below)</li> </ul>

Project		2008/09 (Apr 08 to Mar 09)	2009/10 (Apr 09 to Mar 10)	2010/11 (Apr 10 to Mar 11)
Premises Project	Q1	<ul style="list-style-type: none"> <li>▪ Identify delivery staff</li> </ul>	<ul style="list-style-type: none"> <li>▪ Feasibility study</li> </ul>	<ul style="list-style-type: none"> <li>▪ Business Plan</li> <li>▪ Training</li> </ul>
	Q2	<ul style="list-style-type: none"> <li>▪ Collation of research material</li> </ul>	<ul style="list-style-type: none"> <li>▪ Feasibility study completed</li> </ul>	<ul style="list-style-type: none"> <li>▪ Business Plan</li> </ul>
	Q3	<ul style="list-style-type: none"> <li>▪ Feasibility study commences</li> </ul>	<ul style="list-style-type: none"> <li>▪ Collation of research material</li> <li>▪ Website updates</li> <li>▪ Training</li> </ul>	<ul style="list-style-type: none"> <li>▪ Business Plan</li> <li>▪ Website updates</li> </ul>
	Q4	<ul style="list-style-type: none"> <li>▪ Feasibility study</li> <li>▪ Website updates</li> <li>▪ Link resources</li> </ul>	<ul style="list-style-type: none"> <li>▪ Business plan commences</li> <li>▪ Link resources</li> </ul>	<ul style="list-style-type: none"> <li>▪ Identification of funding</li> <li>▪ Premises Strategy for ELN</li> </ul>

Project		2008/09 (Apr 08 to Mar 09)	2009/10 (Apr 09 to Mar 10)	2010/11 (Apr 10 to Mar 11)
Funding Support Project	Q1	<ul style="list-style-type: none"> <li>▪ Identify delivery staff</li> <li>▪ Funding information disseminated</li> </ul>	<ul style="list-style-type: none"> <li>▪ Funding workshops commence</li> <li>▪ Income-generating strategies developed</li> </ul>	<ul style="list-style-type: none"> <li>▪ Workshops</li> <li>▪ Procurement training</li> <li>▪ Information disseminated</li> </ul>
	Q2	<ul style="list-style-type: none"> <li>▪ Funding information</li> </ul>	<ul style="list-style-type: none"> <li>▪ Workshops</li> <li>▪ Income-generating strategies</li> <li>▪ Information disseminated</li> </ul>	<ul style="list-style-type: none"> <li>▪ Income-generating strategies</li> <li>▪ Procurement training</li> <li>▪ Review monitoring information</li> <li>▪ Information disseminated</li> </ul>
	Q3	<ul style="list-style-type: none"> <li>▪ Funding information</li> </ul>	<ul style="list-style-type: none"> <li>▪ Workshops</li> <li>▪ Research mapping</li> <li>▪ Identify procurement training</li> <li>▪ Procurement training commences</li> </ul>	<ul style="list-style-type: none"> <li>▪ Income-generating strategies completed</li> <li>▪ Research</li> <li>▪ Written report</li> </ul>
	Q4	<ul style="list-style-type: none"> <li>▪ Identify and confirm training</li> <li>▪ Publicity</li> </ul>	<ul style="list-style-type: none"> <li>▪ Procurement training</li> <li>▪ Workshops</li> <li>▪ Research</li> </ul>	<ul style="list-style-type: none"> <li>▪ Written report completed</li> </ul>

Project		2008/09 (Apr 08 to Mar 09)	2009/10 (Apr 09 to Mar 10)	2010/11 (Apr 10 to Mar 11)
Sustainability Project <i>(See ELN plans for further details)</i>	Q1	<ul style="list-style-type: none"> <li>▪ Identify delivery staff</li> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪ Cascade training to frontline VCOs</li> <li>▪ Publicity</li> </ul>	<ul style="list-style-type: none"> <li>▪ Feed into ELN work</li> <li>▪</li> </ul>
	Q2	<ul style="list-style-type: none"> <li>▪ Attend ELN sustainability courses T4T</li> </ul>	<ul style="list-style-type: none"> <li>▪ Cascade training to frontline VCOs</li> <li>▪ Support</li> <li>▪ Publicity</li> </ul>	<ul style="list-style-type: none"> <li>▪ Feed into ELN work</li> </ul>
	Q3	<ul style="list-style-type: none"> <li>▪ Training</li> </ul>	<ul style="list-style-type: none"> <li>▪ Cascade training to frontline VCOs</li> <li>▪ Support</li> </ul>	<ul style="list-style-type: none"> <li>▪ Feed into ELN work</li> </ul>
	Q4	<ul style="list-style-type: none"> <li>▪ Training</li> </ul>	<ul style="list-style-type: none"> <li>▪ Cascade training to frontline VCOs</li> <li>▪ Support</li> <li>▪ Attend report launch</li> </ul>	<ul style="list-style-type: none"> <li>▪ Feed into ELN work</li> </ul>

Project		2008/09 (Apr 08 to Mar 09)	2009/10 (Apr 09 to Mar 10)	2010/11 (Apr 10 to Mar 11)
Volunteering Project	Q1	<ul style="list-style-type: none"> <li>▪ Market volunteering opportunities</li> <li>▪ ELN Network developed</li> </ul>	<ul style="list-style-type: none"> <li>▪ Data gathering</li> <li>▪ Develop record keeping</li> </ul>	<ul style="list-style-type: none"> <li>▪ Training</li> <li>▪ Collation of monitoring</li> </ul>
	Q2	<ul style="list-style-type: none"> <li>▪ Marketing</li> <li>▪ Data gathering</li> </ul>	<ul style="list-style-type: none"> <li>▪ Dissemination</li> <li>▪ Marketing</li> <li>▪ Training</li> </ul>	<ul style="list-style-type: none"> <li>▪ Review monitoring information</li> <li>▪ Dissemination</li> </ul>
	Q3	<ul style="list-style-type: none"> <li>▪ Identify and confirm training</li> <li>▪ Publicity</li> </ul>	<ul style="list-style-type: none"> <li>▪ Dissemination</li> <li>▪ Training</li> </ul>	<ul style="list-style-type: none"> <li>▪ Marketing</li> <li>▪ Data gathering</li> </ul>
	Q4	<ul style="list-style-type: none"> <li>▪ Training sessions commence</li> <li>▪ Marketing</li> </ul>	<ul style="list-style-type: none"> <li>▪ Marketing</li> <li>▪ Training</li> </ul>	<ul style="list-style-type: none"> <li>▪ Data gathering</li> <li>▪ Final review</li> </ul>

Project		2008/09 (Apr 08 to Mar 09)	2009/10 (Apr 09 to Mar 10)	2010/11 (Apr 10 to Mar 11)
Workforce Development Project	Q1	<ul style="list-style-type: none"> <li>▪ Identify Workforce Development funding</li> <li>▪ Identification of HR Resources</li> <li>▪ Publicity</li> </ul>	<ul style="list-style-type: none"> <li>▪ Training</li> </ul>	<ul style="list-style-type: none"> <li>▪ Support and training</li> <li>▪ Collation of monitoring</li> </ul>
	Q2	<ul style="list-style-type: none"> <li>▪ Funding application – HR</li> <li>▪ ELN HR training</li> </ul>	<ul style="list-style-type: none"> <li>▪ Training</li> <li>▪ Review course material</li> </ul>	<ul style="list-style-type: none"> <li>▪ Support and training</li> <li>▪ Collation of monitoring</li> <li>▪ Dissemination</li> </ul>
	Q3	<ul style="list-style-type: none"> <li>▪ Identify and confirm training</li> <li>▪ Identify delivery staff</li> <li>▪ Publicity</li> </ul>	<ul style="list-style-type: none"> <li>▪ HR funding in place</li> <li>▪ Dissemination of resources</li> </ul>	<ul style="list-style-type: none"> <li>▪ Review monitoring information</li> </ul>
	Q4	<ul style="list-style-type: none"> <li>▪ Workforce Development training courses commence</li> </ul>	<ul style="list-style-type: none"> <li>▪ HR Worker/Support in place</li> <li>▪ Support and Training</li> <li>▪ Dissemination</li> </ul>	<ul style="list-style-type: none"> <li>▪ Certification</li> <li>▪ Programme review</li> </ul>

Project		2008/09 (Apr 08 to Mar 09)	2009/10 (Apr 09 to Mar 10)	2010/11 (Apr 10 to Mar 11)
ICT Project	Q1	<ul style="list-style-type: none"> <li>▪ Publicity</li> <li>▪ Continuation of ICT/Print support through BASIS</li> <li>▪ ICT and Media Strategies, Websites</li> <li>▪ ICT mini hub with ELN</li> </ul>	<ul style="list-style-type: none"> <li>▪ Publicity</li> <li>▪ BASIS ICT/Print support</li> <li>▪ ICT and Media Strategies, Websites</li> <li>▪ ICT mini hub with ELN</li> <li>▪ Review</li> </ul>	<ul style="list-style-type: none"> <li>▪ BASIS ICT/Print support</li> <li>▪ ICT and Media Strategies, Websites</li> <li>▪ ICT mini hub with ELN</li> </ul>
	Q2	<ul style="list-style-type: none"> <li>▪ BASIS ICT/Print support</li> <li>▪ ICT and Media Strategies, Websites</li> </ul>	<ul style="list-style-type: none"> <li>▪ BASIS ICT/Print support</li> <li>▪ ICT and Media Strategies, Websites</li> <li>▪ Review</li> </ul>	<ul style="list-style-type: none"> <li>▪ BASIS ICT/Print support</li> <li>▪ ICT and Media Strategies, Websites</li> </ul>
	Q3	<ul style="list-style-type: none"> <li>▪ BASIS ICT/Print support</li> <li>▪ ICT and Media Strategies, Websites</li> </ul>	<ul style="list-style-type: none"> <li>▪ BASIS ICT/Print support</li> <li>▪ ICT and Media Strategies, Websites</li> </ul>	<ul style="list-style-type: none"> <li>▪ BASIS ICT/Print support</li> <li>▪ ICT and Media Strategies, Websites</li> </ul>
	Q4	<ul style="list-style-type: none"> <li>▪ BASIS ICT/Print support</li> <li>▪ ICT and Media Strategies, Websites</li> </ul>	<ul style="list-style-type: none"> <li>▪ BASIS ICT/Print support</li> <li>▪ ICT and Media Strategies, Websites</li> </ul>	<ul style="list-style-type: none"> <li>▪ Review and Assessment for ICT development</li> </ul>

Project		2008/09 (Apr 08 to Mar 09)	2009/10 (Apr 09 to Mar 10)	2010/11 (Apr 10 to Mar 11)
Equality and Diversity Project	Q1	<ul style="list-style-type: none"> <li>▪ Identify delivery staff</li> <li>▪ Development of single equality scheme</li> <li>▪ Local research</li> </ul>	<ul style="list-style-type: none"> <li>▪ Implementation of single equality scheme</li> <li>▪ Equality and Diversity training</li> <li>▪ e-learning</li> <li>▪ Research</li> </ul>	<ul style="list-style-type: none"> <li>▪ Training</li> <li>▪ Collation of monitoring</li> <li>▪ Impact Assessment</li> <li>▪ Research report</li> </ul>
	Q2	<ul style="list-style-type: none"> <li>▪ Accreditation developed</li> <li>▪ Training</li> <li>▪ Publicity</li> <li>▪ Research</li> </ul>	<ul style="list-style-type: none"> <li>▪ Training plus policies</li> <li>▪ e-learning</li> <li>▪ Research and support</li> </ul>	<ul style="list-style-type: none"> <li>▪ Review monitoring information</li> <li>▪ Impact Assessment</li> <li>▪ Research report</li> </ul>
	Q3	<ul style="list-style-type: none"> <li>▪ Publicity</li> <li>▪ Research</li> </ul>	<ul style="list-style-type: none"> <li>▪ Training</li> <li>▪ e-learning</li> <li>▪ Review course material</li> <li>▪ Support</li> </ul>	<ul style="list-style-type: none"> <li>▪ Finalise impact assessment review</li> </ul>
	Q4	<ul style="list-style-type: none"> <li>▪ Equality and Diversity training commences</li> <li>▪ Support</li> <li>▪ Research</li> </ul>	<ul style="list-style-type: none"> <li>▪ Training plus policies</li> <li>▪ e-learning</li> <li>▪ Support</li> </ul>	<ul style="list-style-type: none"> <li>▪ Research report completed</li> </ul>

Project		2008/09 (Apr 08 to Mar 09)	2009/10 (Apr 09 to Mar 10)	2010/11 (Apr 10 to Mar 11)
Consortium Development	Q1	<ul style="list-style-type: none"> <li>▪ Identify co-ordinating staff</li> <li>▪ Consortium meeting</li> <li>▪ Co-ordination of projects and reports</li> <li>▪ Monitoring and delivery of Consortium priority actions to commence</li> <li>▪ ChangeUp Publicity</li> </ul>	<ul style="list-style-type: none"> <li>▪ Consortium meeting</li> <li>▪ Co-ordination and reporting</li> <li>▪ Delivery of actions</li> <li>▪ ChangeUp publicity</li> </ul>	<ul style="list-style-type: none"> <li>▪ Consortium meeting</li> <li>▪ Co-ordination and reporting</li> <li>▪ Delivery of actions</li> <li>▪ ChangeUp publicity</li> </ul>
	Q2	<ul style="list-style-type: none"> <li>▪ Consortium meeting</li> <li>▪ Co-ordination and reporting</li> <li>▪ Consortium priority actions</li> <li>▪ Awayday / Assessment Day</li> <li>▪ ChangeUp Publicity</li> </ul>	<ul style="list-style-type: none"> <li>▪ Consortium meeting</li> <li>▪ Co-ordination and reporting</li> <li>▪ Awayday / Assessment Day</li> <li>▪ Delivery of actions</li> <li>▪ ChangeUp publicity</li> </ul>	<ul style="list-style-type: none"> <li>▪ Consortium meeting</li> <li>▪ Co-ordination and reporting</li> <li>▪ Awayday / Assessment Day</li> <li>▪ Identification of actions</li> <li>▪ ChangeUp publicity</li> </ul>
	Q3	<ul style="list-style-type: none"> <li>▪ Consortium meeting</li> <li>▪ Co-ordination and reporting</li> <li>▪ Consortium priority actions</li> <li>▪ ChangeUp Publicity</li> </ul>	<ul style="list-style-type: none"> <li>▪ Consortium meeting</li> <li>▪ Co-ordination and reporting</li> <li>▪ Delivery of actions</li> <li>▪ ChangeUp publicity</li> </ul>	<ul style="list-style-type: none"> <li>▪ Consortium meeting</li> <li>▪ Co-ordination and reporting</li> <li>▪ Delivery of actions</li> <li>▪ ChangeUp publicity</li> </ul>
	Q4	<ul style="list-style-type: none"> <li>▪ Consortium meeting</li> <li>▪ Co-ordination and reporting</li> <li>▪ Awayday / Assessment Day</li> <li>▪ Identification of actions</li> <li>▪ ChangeUp Publicity</li> </ul>	<ul style="list-style-type: none"> <li>▪ Consortium meeting</li> <li>▪ Co-ordination and reporting</li> <li>▪ Awayday / Assessment Day</li> <li>▪ Identification of actions</li> <li>▪ ChangeUp publicity</li> </ul>	<ul style="list-style-type: none"> <li>▪ Consortium meeting</li> <li>▪ Co-ordination and reporting</li> <li>▪ Awayday / Assessment Day</li> <li>▪ Identification of actions</li> <li>▪ ChangeUp publicity</li> </ul>

**Annex 10**

**Havering ChangeUp  
Summary of the Consortium Membership**

**Vision**

To respond positively to the needs of the voluntary and community sector in Havering.

**Mission**

The infrastructure organisations in Havering will provide support which will build and empower local frontline voluntary and community organisations through working together.

The Havering Consortium has been meeting since the beginning of 2005 to take forward Havering's Infrastructure Development Plan. The current members of the Consortium are from a variety of organisations and sectors to reflect the priorities of ChangeUp in meeting the infrastructure needs of local voluntary and community organisations.

The members of the Consortium are as follows:

Accounting for Community Enterprises	Mark Jordan
BME Representation (LBH)	Joyce Tapper
Havering Association of Voluntary and Community Organisations (HAVCO)	Kim Guest
Havering Citizens Advice Bureau (CAB)	Heather Ball
London Borough of Havering	Joyce Tapper
London North East Community Foundation	Jessica Wanamaker / Phil Miller
Primary Care Trust	Paul Kennard
Social Economy Support Unit (SESU)	Amanda Lewsey

The Consortium is committed to reinforcing the principles of the ChangeUp process; working in partnership with other infrastructure organisations to get the most from this process; reflecting the diversity of the sector within Havering; sharing good practice; developing equality of service and involving as many organisations within the sector as is possible.

It is expected that other members will be invited to join the Consortium to meet specific requirements around areas of interest.



**Annex 2**

**Having ChangeUp**  
**Roles of organisations likely to manager and/or lead the projects**

Organisation / Person	Role
<b>HAVCO</b> (with ChangeUp Consortium and Havering Federation of Community Organisations)	Manage funds/finance, implement Plans Lead on premises Lead on quality review Develop and lead on Governance support Lead on HR support Work with Volunteering Centre Work with LEAD Work with BASIS Support Workers Work with Development Workers on ICT strategies, ICT support and information and publicity Work with East London CVS Network on ICT, Legal support and sustainability project
<b>HAVCO – ChangeUp Development Co-ordinator</b>	Co-ordinate, convene and administer Havering Consortium and meetings Co-ordinate projects and monitoring Develop Consortium Dissemination of ChangeUp information to stakeholders through Newsletters, websites, emails and at events.
<b>Accountancy for Community Enterprise (ACE)</b>	Develop and lead on areas of financial management as pilot project
<b>Havering PCT / BME Forum / London Borough of Havering</b>	Develop and lead on the single equality scheme
<b>London Borough of Havering / HAVCO / CAB / SESU / LNECF</b>	Lead on fundraising support / Work with Fundraising Support Workers
<i>Note: Lead organisations in bold</i>	

**Annex 3**

**Havering ChangeUp  
 Monitoring**

Project	Methodology
Improving Performance Project	All participants on the training sessions will be asked to complete a feedback form indicating usefulness and impact of the training. Further questions around additional training requirements to be entered onto a database to inform future developments. Attendee lists and course material will be kept as evidence.  NVCO toolkit and quality mark information will be maintained and collated for measuring performance against targets. This information plus research into performance tools will be collated for dissemination as best practice to local VCOs. Report produced.
Governance Project	All participants will be asked to complete a form indicating their organisation's development needs around governance. These will then be assessed against evaluation forms during the taster sessions. One to one support will be documented and collated with forms to ascertain progress against standards. An induction pack will also be implemented and monitored according to management committee member requirements. Report produced.
Organisations Development Training	All participants will complete an organisational development plan for monitoring progress and distance travelled. At each training course and one to one support meetings attendees will be asked to complete evaluation forms to feed into the organisational development plan. This information will be entered onto a database for tracking progress. Report produced.
Premises Project	A feasibility study and business plan will be produced to ascertain local premises needs and the development of resources. The database will be updated with current requirements and appropriate legal forms drawn up to establish partnership responsibilities.
Fundraising Project	All participants on the funding and commissioning workshops will be asked to complete a feedback form indicating usefulness and impact of the training. Further questions around additional training requirements to be entered onto a database to inform future developments. Attendee lists and course material will be kept as evidence. Report produced.
Sustainability Project	All participants on the East London Network training will be asked to complete a feedback form. Evaluation Report produced.
Volunteering Project	All participants on the training sessions will be asked to complete a feedback form indicating usefulness and impact of the training. Further questions around additional training requirements to be entered onto a database to inform future developments. Attendee lists and course material will be kept as evidence. ELN project – minutes of meetings kept for monitoring purposes. Volunteering Strategy produced.
Workforce	All participants on the management training will complete a personal

Development and HR Project	development plan at the beginning of the course for monitoring progress and distance travelled. At each training course attendees will be asked to complete a feedback form indicating usefulness and impact of the training. Further questions around additional training requirements to be entered onto a database to inform future developments. Attendee lists and course material will be kept as evidence. HR health checks will feed into the study for future HR resources. ELN project – feedback forms from all participants.
ICT Project	All participants on the training sessions will be asked to complete a feedback form indicating usefulness and impact of the training. Further questions around additional training requirements to be entered onto a database to inform future developments. Attendee lists and course material will be kept as evidence. ELN project – Strategy and Report produced.
Equality and Diversity Project	Impact of single equality scheme will be monitored for future development around equality and diversity. All participants on the training sessions/workshops will be asked to complete a feedback form indicating usefulness and impact of the training. Further questions around additional training requirements to be entered onto a database to inform future developments. Attendee lists and course material will be kept as evidence. Production of Research Report.
Consortium Development	<p>Consortium Development Improvement Plan reviewed annually against progress and future development. Action plan will be agreed and updated with project outputs/outcomes and recommendations – presented at each Consortium meeting. Minutes of meetings and Agendas will be kept as evidence.</p> <p>Stakeholder survey to be conducted as part of review – to be entered on database. Progress Reports produced.</p>

**Annex 4**  
 Havering ChangeUp  
 Total Costs of Proposals

Budget Heading	year 1	year 2	year 3	Total 2008-11	funding from other sources
<b>Consortium - Direct Revenue costs</b>					
Salaries, NI, & Pensions	12,421	12,911	13,418	38,750	
Staff Training	300	300	200	800	
Recruitment	1,000			1,000	1,000
Training					
Travel & other expenses	200	200	200	600	
Evaluation					
Marketing & publicity	500	500	500	1,500	
Photocopy, stationery	300	300	300	900	
Consortium Development	1,100	1,100	1,100	3,300	
Consortium Meetings	500	500	500	1,500	
Room Hire/Refreshments	500	500	500	1,500	
<b>Total Consortium direct revenue costs</b>	<b>16,821</b>	<b>16,311</b>	<b>16,718</b>	<b>49,850</b>	<b>1,000</b>
<b>Consortium Overheads [Lead Body]</b>					
staff [management, supervision, etc.]	2,192	2,141	2,181	6,514	814
accommodation,					
Utilities	650	650	650	1,950	
Website	500	500	500	1,500	1,000
Other*					
<b>Total Consortium Overheads</b>	<b>3,342</b>	<b>3,291</b>	<b>3,331</b>	<b>9,964</b>	<b>1,814</b>
<b>Project Running costs</b>					
Consortium - Direct Revenue costs					
Salaries, NI, & Pensions	134,873	138,799	142,852	416,524	316,216
Staff Management	16,163	16,530	16,106	48,799	38,768
Staff Training	1,300	1,200	250	2,750	1,750
Recruitment	6,500			6,500	6,500
Training	8,500	15,350	7,700	31,550	21,500
Travel & other expenses	1,600	1,600	1,500	4,700	2,900
Evaluation	500	1,500	2,000	4,000	4,000
Single Equality Scheme	2,000			2,000	500
Utilities	5,350	5,350	5,350	16,050	12,000
Marketing & publicity	2,700	2,900	2,900	8,500	5,300
Photocopy, stationery	2,250	2,550	2,450	7,250	4,650
<b>Total Project Running Costs</b>	<b>181,736</b>	<b>185,779</b>	<b>181,108</b>	<b>548,623</b>	<b>414,084</b>
<b>Project Capital Costs</b>					
Equipment purchase	2,000			2,000	2,000
Construction / refurbishment					
Professional fees					
Other*					
Other*					
<b>Total Project Capital costs</b>	<b>2,000</b>	<b>0</b>	<b>0</b>	<b>2,000</b>	<b>2,000</b>
<b>TOTAL COSTS</b>	<b>203,899</b>	<b>205,381</b>	<b>201,157</b>	<b>610,437</b>	<b>418,898</b>

amount of ChangeUp funding
38,750
800
600
1,500
900
3,300
1,500
1,500
<b>48,850</b>
5,700
1,950
500
<b>8,150</b>
100,308
10,031
1,000
10,050
1,800
1,500
4,050
3,200
2,600
<b>134,539</b>
<b>0</b>
<b>191,539</b>

**Annex 5**

**Having ChangeUp  
 Estimated Staff Requirements**

Project	Staff Requirements
<ul style="list-style-type: none"> <li>• Improving Performance Project</li> <li>• Governance Project</li> <li>• Organisations Development Training</li> <li>• Consortium Development</li> </ul>	1 full time Co-ordinator/Project Manager 1 part time Administrator (2-1/2 days) Trainers
<ul style="list-style-type: none"> <li>• Premises Project</li> <li>• Fundraising Project</li> <li>• Volunteering Project</li> <li>• ICT Project</li> </ul>	1 full time Project Manager 1 part time Administrator (2-1/2 days) Trainers
<ul style="list-style-type: none"> <li>• Workforce Development and HR Project</li> <li>• Equality and Diversity Project</li> <li>• Sustainability Project</li> </ul>	1 full time Project Manager 1 part time Administrator (2-1/2 days) Trainers

**Annex 6**

**Havering ChangeUp  
 Fundraising**

Please delete examples before completing.

Project	Lead Agency	Funder	Application deadline	Decision date
Improving Performance Project	HAVCO	Capacitybuilders	Dec 07	Mar 08
Governance Project	HAVCO	Capacitybuilders / Borough Trust	Dec 07	Mar 08
Organisational Development Training	HAVCO / ACE	Capacitybuilders / London Councils	Dec 07 / Oct 07	Mar 08
Consortium Development / Co-ordination	HAVCO	Capacitybuilders	Dec 07	Mar 08
Premises Project	HAVCO	DTA / Larger Trusts	Mar 08 (TBC) / Mar 10 (TBC)	Sept 08 (TBC)
Fundraising Project	London Borough of Havering / Fundraising Officers	Borough Trust / Larger Trusts	Mar 08 (TBC)	Sept 08 (TBC)
Volunteering Project	HAVCO	Capital Volunteering / Borough Trust	Agreed / Mar 08 (TBC)	Sept 08 (TBC)
ICT Project	HAVCO	BASIS	Agreed	Agreed
Workforce Development and HR Project	HAVCO / LEAD	Larger Trust / LDA / JobCentre Plus	Jan 08 (TBC)	May 08 (TBC)
Equality and Diversity Project	Havering PCT	Improving Reach (BME Forum)	Jan 08	Apr 08
Sustainability Project	HAVCO / ELN	London Councils	Agreed / Mar 08 (TBC)	Agreed / June 08 (TBC)

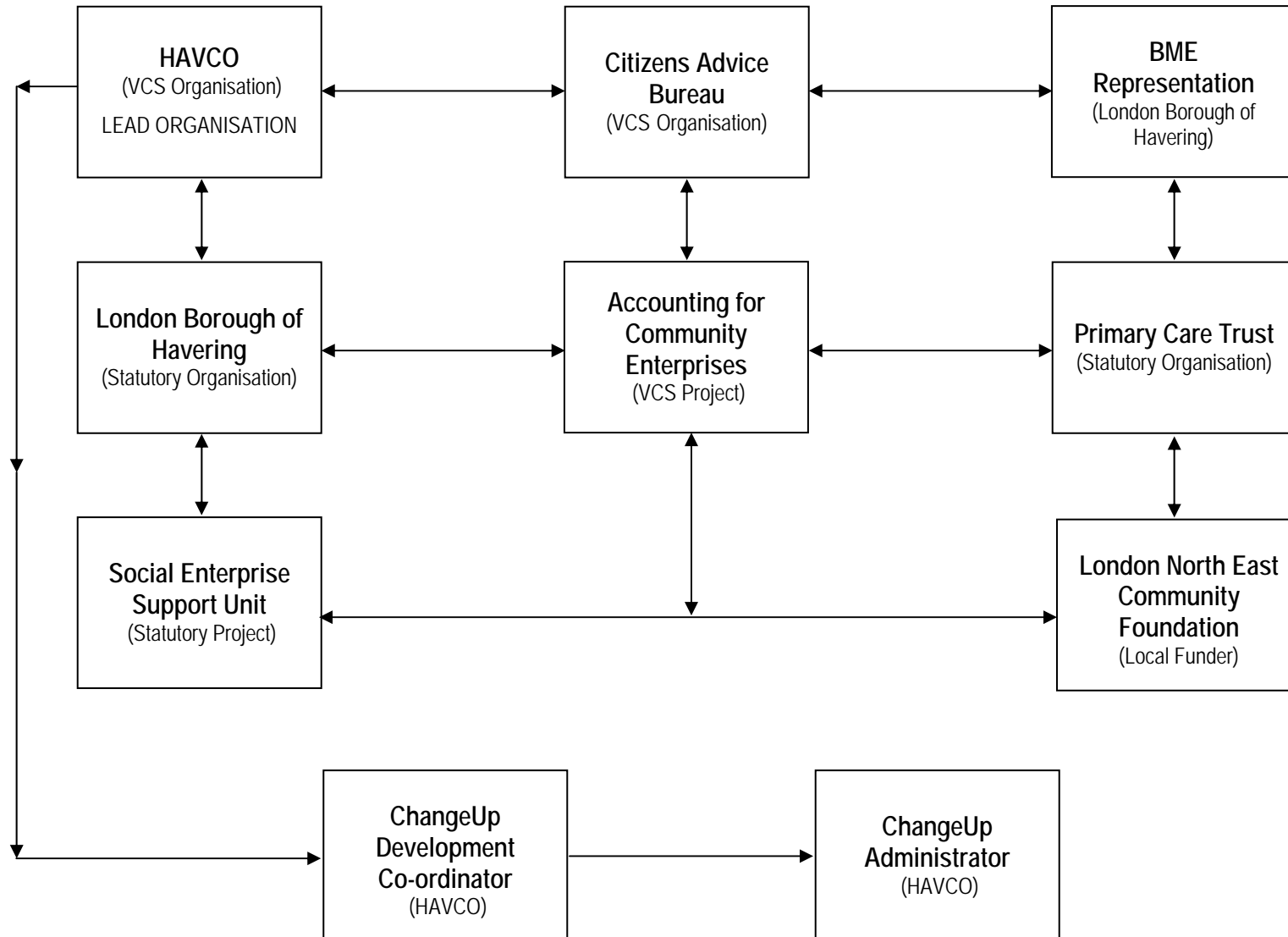
Annex 7

Havering ChangeUp  
 Marketing

Target Audience	Objective	Methodology	Timeframe
Havering Consortium	To develop the Consortium to become 'fit for purpose'	<ul style="list-style-type: none"> <li>Review Consortium Development Plan</li> <li>Consortium – Awaydays / Assessments</li> <li>Skills audit</li> <li>Communication strategy</li> <li>Consortium meetings</li> </ul>	6 monthly  Annual  Annual As required  Quarterly
Frontline groups	Raise awareness of infrastructure support services in the borough	<ul style="list-style-type: none"> <li>Newsletter and website</li> <li>Mail outs</li> <li>Promoting services via Consortium and existing networks</li> <li>Showcase good practice</li> </ul>	Bi-monthly  Quarterly and as required  At events
Neighbourhood and 'equality strands' groups	Increase take-up of existing/new services by this section of the sector	<ul style="list-style-type: none"> <li>Newsletter and websites</li> <li>Mail outs</li> <li>Promoting services via Consortium and existing networks</li> <li>Showcase good practice</li> <li>Dedicated support</li> </ul>	Bi-monthly  Quarterly and as required  At events  As required
Statutory stakeholders including local authority and PCT	Raise awareness of demand for infrastructure support services in the borough  Promote consortium as strategic infrastructure body	Publicity to sector press  Meeting with key stakeholders and officers  Success stories  Make links with relevant local councillors	6-12 month period

Annex 8

Havering ChangeUp Consortium Structure



**Annex 9**

**Havering ChangeUp  
Track Record of Delivering Similar Projects**

Project	Delivery
Management Training Project (HAVCO)	Over the last 4 years HAVCO have trained over 30 VCS managers across Havering in management and leadership skills. This has included looking at performance management, resources of an organisation and dealing with change, as well as personnel management. This training has resulted in the managers achieving a level 3, 4 or 5 externally accredited management qualification. Accredited ICT and first aid training has also been delivered to over 200 VCO staff and volunteers in the last 2 years.
Organisational Management Systems (ELN)	The East London Network as part of the East London Workforce Coalition, in partnership with Thames Gateway London Partnership, has developed a computerised workforce analysis tool. This allowed organisations in Havering to maintain electronic staff records and information on training requirements.
Governance Support (ChangeUp)	Through ChangeUp Governance awaydays have been held by 8 local VCOs to develop organisations and management committees.
Financial Management Project (ACE)	ACE have delivered financial management programmes to VCOs in Havering around: <ul style="list-style-type: none"> <li>• Bookkeeping and Budgeting</li> <li>• Year End Accounts</li> <li>• Guarding against errors, omissions and fraud</li> <li>• Roles and Responsibilities of Trustees</li> </ul>
Fundraising Support Project (HAVCO)	In partnership with Barking & Dagenham CVS, fundraising provision including funding information and one to one support has been providing to local VCOs.
Working with Vulnerable Groups (HAVCO)	Working with 51 VCOs in Havering, staff and volunteers have accessed CRB Checks. HAVCO also delivers regular safeguarding events including those around children and vulnerable adults.
ChangeUp Projects (ChangeUp)	The Havering Consortium has worked with local VCOs to map their infrastructure needs requirements for future delivery of support. As part of this process in-depth ICT surgeries were held with 6 organisations and 80+ staff and volunteers from 28 local groups have accessed Legal training courses and one to one support around HR and premises issues.
<p><i>The projects included in the Business Plan will draw on this experience, research recommendations and successful delivery to provide relevant infrastructure support to meet the needs of the VCS in Havering.</i></p>	