

CONSORTIA DEVELOPMENT FUND

INFRASTRUCTURE DEVELOPMENT STRATEGY 2008-2014

Consortium Name : Tower Hamlets ChangeUp Consortium

Area of Benefit : The London Borough of Tower Hamlets

Lead Body : CIDA, the Cultural Industries Development Agency

Contact details :

Martin Reid
CIDA
The Business Development Centre
7 – 15 Greatorex Street
London E1 5NF

Tel; 020 7247 4710
Fax: 020 7247 7852
Email: martin@cida.co.uk

Consortium Vision / Mission Statement:

Tower Hamlets has always been a crucible for new communities and new realities. Today, minority groups make up more than 50% of the population of 240,000, and the most recent mapping data has identified 2,800 Voluntary and Community Organisations active in the borough.

Recently, the overarching generosity of spirit which has always provided a fertile ground for community activity in this borough, has been soured by a breakdown of trust within the sector and the recent failure of the Tower Hamlets Council for Voluntary Services.

The Tower Hamlets Change Consortium evolved from this context, and exists to improve infrastructure support services in Tower Hamlets by promoting improved communication, planning, research and practical delivery initiatives amongst both infrastructure and delivery organisations.

Our vision is for a cohesive and thriving Voluntary and Community sector that is strengthened and sustained through the professional development of key individuals, increased organisational quality, better communication and a culture of collaboration to more effectively engage and support the people of Tower Hamlets.

Consortium Objectives:

1. Collaborative Working

Through intensive outreach, Tower Hamlets VCO's develop a more collaborative approach to delivery of services through the strengthening of the ChangeUp consortium and the establishment of a new project, the Tower Hamlets Community and Voluntary Task Force, with a dedicated Project Manager, to directly broker new partnerships between Infrastructure and delivery organisations and strengthen the development of a culture of collaborative working leading to the establishment of a new CVS or similar for the borough.

2. Income Generation

We will support VCO's in their ambitions to becoming financially sustainable through targeted programmes of organisational and personal development training.

3. Third sector campaigning and advocacy

To develop appropriate representation for the sector to strategic partners and the public.

4. Infrastructure Development

We will develop and deliver CVS functions in the absence of a trading CVS, and carry out development work leading to the establishment of a new CVS or similar.

5. Leadership and Governance

We will provide tailored training packages for trustees, non executive directors, governors and managers within VCO's to embed best practice in oversight, including legal obligations, specifically working with smaller organisations where governors may be inexperienced, linking into the project management improvement agendas of the London Borough of Tower Hamlets.

6. Performance Improvement

We will support organisations to implement Quality Improvement systems and secure nationally recognised Quality Improvement accreditation.

7. Communications and Marketing

We will develop and implement a formal communication strategy for the sector, a key element of which will be a new Tower Hamlets VCO website to facilitate information exchange, alongside a regular newsletter containing information, news and events relevant to the sector.

8. Equalities and Diversity

To assist voluntary and community organisations in implementing a culture of support to ensure that the equality and diversity agenda is actively promoted, to include a better understanding of gender, age, race, disability, sexuality and social and economic wellbeing.

The Consortium aims to make the following changes over the next 6 years

1. The continuation and strengthening of the Tower Hamlets ChangeUp Consortium
2. Through dedicated outreach and support, embed a culture of collaboration in Tower Hamlets, evidenced by a doubling in the number of collaborative projects delivered by VCO's in Tower Hamlets by 2012.
3. Skilling-up of three local organisations to act as local Champions for the sector in the areas of financial and monitoring, quality improvement systems and accreditation, and governance support by the end of 2009.
4. Provide an organisational health-check to over 60 organisations in the borough and deliver a programme of finance and monitoring improvement training to 50 organisations within the borough by 2012.
5. Deliver a programme of governance improvement training to 30 directors from at least twenty organisations by 2012.
6. Support 60 organisations achieve nationally recognised Quality Assurance accreditation by 2012.
7. Establishment of a communications strategy and development of a web based internet information portal for the VCS sector in the borough by mid 2010.
8. Establishment of a new CVS or similar by mid 2011.

The justification for our identification of needs

We are confident that our aims address the real needs priorities for community and voluntary organisations. The aims were developed in discussions with the sector, through primary quantitative research, with input from the London Borough of Tower Hamlets, Capacity Builders and East London CVS Network. An appropriate sector needs questionnaire was disseminated by email to infrastructure organisations who had engaged with the ChangeUp development process.

Fifteen infrastructure organisations returned their priorities, which were surprisingly consistent. The findings revealed a common focus on **financial viability and independence, relationships and crisis management and governance**. Specifically:

1. Securing funding through the continuation of the Community Chest funding linked with Capacity Building Support.

2. Support in organisations to meet the standard requirements of service delivery readiness.
3. Provide bid-writing support to VCO's enabling them to secure funds within and outside of Tower Hamlets.
4. Informed advice for organisation tackling organisational issues/problems.
5. Identify and support the development of effective systems of financial management for organisations to ensure that they are robust and fit for purpose.
6. A desire for a dedicated training programme on governance issues for members of organisations' governing bodies.
7. Effective representation and exchange of information with external strategic bodies
8. Information sharing
9. The establishment of an organisation with CVS functionality

Interim results were shared at two meetings of the Tower Hamlets ChangeUp Consortium Steering Group held in July and early August 2008, while the full project outline was disseminated to the full ChangeUp Consortium by email in mid August, later debated and mandated by the full ChangeUp Consortium at a meeting on the 18th August 2008.

It was recognised that Community Chest funding was being replaced by Grass Roots funding.

However, wide ranging discussions, within the ChangeUp Consortium steering group meetings, concluded that these needs could be best addressed through the following activities:

- Improving capacity;
- being fit to supply;
- having the skills to apply;
- strengthened management systems;
- improved governance and quality assurance, and
- Recognising that Tower Hamlets CVS, COF, failed recently, to never the less initiate the delivery of some CVS communication and representation functions;
- Through the active brokering, increase the number and quality of relationships between organisations, thereby creating the necessary constituency of support, and culture of collaboration, that is required before;
- The establishment of a sustainable new organisation with CVS functionality.

Furthermore, priorities and work streams were developed within the context of NAVCA best practice and the recommendations of the following strategies and research papers:

- The NAVCA Report "Building Effective Local CVS Infrastructure (2007) CRESA/Sheffield Hallam University"

- East London infrastructure investment & development plan (ELN Oct 2005)
- ChangeUp London Infrastructure Development Plan, Capacity Builders (2008)
- Commissioning & Procurement: Fit for Purpose? A conference report (ELN May 06)
- Fit for purpose? Review of the Change up Consortia model by Auriga Consultants for Capacity Builders (June 2007)
- Building Blocks; Developing second tier support for frontline organisations, NAVCA
- Developing ICT Support to VCOs in East London (ELN October 2006)
- A Strategy for Building a World Class Third Sector in London Thames Gateway (Rocket Science for TGLP November 2006)
- Developing a World Class Third Sector Workforce in East London (TGLP November 2006)
- BME VCS Infrastructure in East London sub-region (MiNet May 2007)
- Tower Hamlets Community Strategy (2009)

The main implications of this Infrastructure Development Strategy for the consortium

While we intend for the Tower Hamlets Business Plan to be a living and amendable document, as of 28th January 2009, the programmed total budget for the activity (January 2009 to June 2012) is £835,000. We have identified the relevant agencies and await decisions on two substantial funding bids which, if successful, would amount to 95% of the current funding requirement.

We intend to continue to look closely as to what needs we identify during that period, and may initiate new projects with additional funding requirements if a need is identified as being consistent with our Aim and Objectives (above).

This has the added value of helping the delivery partnership organisations' financial sustainability.

Through the delivery of tangible, targeted and beneficial support within group learning environments, we shall demonstrate to the sector that there is a new commitment to joint working. As relationships of trust develop through such support, it will further stimulate engagement by infrastructure into the Change Up process. We are committed to maintain an open access approach, and suitable infrastructure organisations will continue to be offered a place on the consortium.

The ChangeUp consortium will be strengthened by the evidence of tangible activity. It will have a resource in terms of the Task Force to implement changes. It will require the consortium to take on substantial additional responsibility, but this in itself will develop collaborations and demonstrate the value of joint working.

The roles of key people/organisations in delivering the Infrastructure Development Strategy:

Organisation / Person	Role
Tower Hamlets Community Taskforce	Developing, implementing and managing the communication strategy, active outreach to broker new partnerships and a mandate to engage strategic agencies and support for the training element of the programme.
St Katharines and Shadwell Trust, Jenny Dawes	Chair of the Change Up Consortium.
Spitalfields Small Business Association	Delivery of organisational audits and training to develop finance and monitoring Systems.
Account 3	Quality Assurance Training and Certification.
CIDA	Consortium facilitator and delivery, Project Managers including hosting the Tower Hamlets Community Task force.
Sector Development Officer	Relationship building, design and implementation of communications strategy, development of model and delivery of structure of the new CVS.
East London CVSNetwork	Strategic Support and sub- regional networks.
The London Borough of Tower Hamlets	Synergies with community, development strategy and possible future funding.
The membership of the Change Up Consortium	Project oversight and project direction.

The process for reviewing the Infrastructure Development Strategy

This strategy will be reviewed on an annual basis through a specific meeting of the Change Up Consortium.

This project will be managed by CIDA on behalf of the consortium utilising tracking and measurement methodologies developed during the delivery of a number of ESF and ERDF programmes over the last seven years. The CIDA Project Management and Monitoring Team has been trained by the Development & Renewal Department of London Borough of Tower Hamlets and maintains a high quality project management procedure with continuous development.

On behalf of the consortium, CIDA will sign a service level agreement with each delivery partner indicating clearly their project milestones, profiled outcomes, outputs and budget along with a claim schedule.

The monitoring team will regularly monitor the partner's performance specifically in order to establish that the partners' delivery is on target using the following measurement;

- Number of infrastructure and delivery organisations enrolled on programme
- Number of infrastructure and delivery organisations completing programme
- Number of infrastructure and delivery organisations achieving nationally recognised Quality Assurance certification

We shall also be utilising a range of qualitative and quantitative feedback mechanisms to ensure that beneficiaries' expectations are met.

CIDA will be carrying out periodic project appraisals and a full audit and assessment exercise at the end of the project to identify lessons learned which will be available for dissemination to appropriate strategic partners and statutory agencies

The Task Force project manager will be managed by the Change Up Consortium Steering Group and will report quarterly to that forum, with the outcome of such review disseminated to the wider Change Up consortium membership within 4 weeks of such reviews. Day to day management, including financial and personnel matters will be supported by CIDA, and a Senior Project Manager will be identified within CIDA to give ongoing monitoring and peer support to the Task Force Project Manager

CIDA, on behalf of Tower Hamlets ChangeUp Consortium, will invite tenders from the Cities Institute at London Metropolitan University and the Centre for Charity Effectiveness at City University to carry out both an ongoing and a final evaluation of the programme. This will be submitted to CapacityBuilders and will be available for more widespread dissemination to other organisations.



INFRASTRUCTURE DEVELOPMENT STRATEGY

Name of Consortium: Tower Hamlets Change Up Consortium

Lead body signature: Martin Reid

Date signed: 28th January 2009

Date signed off by Consortium: 28th January 2009

ANNEX 1

Consortium membership and Terms of Reference:

Tower Hamlets Change Up Consortium Membership

Members

Name	Organisation
Catherine Bavage	Volunteer Centre Tower Hamlets
Jenny Dawes	St Katharine & Shadwell Trust
Tracey Chadwick	Tower Hamlets Council
Aleya Chowdhury	Tower Hamlets Community Empowerment Network
Sheikh Rahman	Tower Hamlets Community Empowerment Network
Abdul Mukit Chunu	Boundary Community School
Alan Green	Tower Hamlets Interfaith Forum
Lorraine Hart	The Environment Trust
Abdi Hassan	Ocean Somali Community Association
Mahmoud Hasan	APASENTH
Asma Islam	Women's Local Area Network
Badrul Islam	Ethnic Minority Enterprise Project
Nurul Islam	Bangladesh Welfare Association
Heather Johnson	Tower Hamlets Law Centre
Kay Jordan M.B.E.	Spitalfields Small Business Association Ltd
Sultan Khanom/Nurjahan Khatun	Jagonari Education Centre
Toni Meredith	WITHIN
Glenys Tolley	Play Association Tower Hamlets
Aliur Rahman	Davenant Centre

Martin Reid	Cultural Industries Development Agency
John Ryan	Oxford House
Angela Stanworth	Disability Coalition
Tamara Pekelman	Cultural Industries Development Agency
Vivien Thomas	Early Years Network Tower Hamlets
Junad Uddin	New Communities Network
Tony Uwadiale	Involvement Consortium
Debbie Walker	Age Concern Tower Hamlets
Isman Warsame	Somali Organisation Network
Jan Bros	J – Go Training Ltd

TOWER HAMLETS CHANGEUP CONSORTIUM

Terms of Reference

Purpose

The Changeup Consortium exists to improve infrastructure support services for voluntary and community organisations (VCOs) in Tower Hamlets by promoting improved communication, planning, research and practical delivery initiatives amongst organisations providing second tier support to such organisations. Members of the consortium will achieve their core purpose by:

1. Sharing information about their services, in order to promote improved communication to frontline and user groups, and to enable cross-referral between infrastructure agencies
2. Working together to research and review both the needs of frontline and user groups and the external context, to ensure that the range of services offered by members both anticipates and meets needs.
3. Planning joint initiatives together, and where possible identifying potential sources of funding to resource such initiatives
4. Enabling those providing infrastructure services to grow and develop in line with user needs and the increasing demands on such services to achieve quality standards and demonstrate tangible outcomes for their work.
5. Promoting the interests of the voluntary and community sector to external stakeholders as appropriate, whilst bearing in mind that other forums and individual organisations may be better placed to comment at a policy level and that the function of the Changeup consortium is not to be representational.

Membership Eligibility

In the first instance, Tower Hamlets Changeup Consortium has taken the decision to focus on bringing together and promoting joint work between those infrastructure organisations which are both local and based within the voluntary and community sector.

Once the Consortium has developed a shared understanding and methods of working, full membership may be extended beyond this.

CRITERIA FOR FULL MEMBERSHIP.

Full membership is open to any organisation which is:

- Not-for-profit
- Based in Tower Hamlets
- Has its own independent Management Committee
- Provides infrastructure support services to community and/or voluntary organisations in the borough. This may be its whole business or part of its business.
- Is prepared to share basic information about its work with other members of the Consortium (see attached questionnaire)
- Is committed to the basic purpose and aims of the Consortium (see above)
- Is prepared for its details to be held on the Changeup Consortium mailing lists for the purposes of future communications

Tower Hamlets Change Up Consortium

Revised Terms of Reference for the Steering Group

The purpose of the Tower Hamlets Change Up Consortium is to provide a forum where the local infrastructure organisations for the third sector can plan and deliver work together. The consortium's areas of interest include co-ordinating information and capacity building support to the third sector, as well as discussing potential areas of collaboration for future work.

The Steering Group recognises the differing perspectives of the group, and as a matter of principle values the contribution of all. Steering Group members shall ensure that all of the Steering Group membership has the opportunity to contribute, and have the right to be listened to with patience and a spirit of good will.

The Steering Group has been created to guide and oversee the practical administrative and operational tasks of the consortium. These include:

- Overseeing the financial income and expenditure of the Consortium
- Ensuring membership is reviewed, and records kept
- Helping to plan the discussion and planning work which will bring the Consortium members together around a common agenda and goals
- Overseeing and planning and submitting bids for funding for joint work to be taken forward on behalf of the Consortium
- Acting as the management board for the host agency's secretariat function for the Consortium. This is, pro tem, CIDA.

Membership of the Steering Group is open to not-for-profit organisations which can demonstrate a substantial engagement with providing capacity building (infrastructure) services in Tower Hamlets. Organisations interested in participating in the SG will be considered at the SG on a case by case basis.

Membership of the SG will not exceed 10 at any time.

Papers to be considered at the Steering group should be forwarded to the Project Managers, and disseminated by them to the Steering Group with at least 24 hours prior to the steering group meeting.

The decisions made at the SG will be taken back to the wider membership for ratification, unless prior mandate has been agreed which delegates authority to the SG to take decisions on behalf of the wider consortium.

SG members are expected to play a full part in the business of the Consortium's management and oversight. SG members will be expected to attend a meeting every 6 – 8 weeks on average, and sometimes more frequently. Failure to attend meetings and/or send comments for more than two consecutive

meetings will result in the organisation's membership being reconsidered and potentially reoffered to other interested members of the wider Consortium.