

CONSORTIA DEVELOPMENT FUND

INFRASTRUCTURE BUSINESS PLAN 2008-11

Tower Hamlets Change Up Consortium

Area of Benefit: The London Borough of Tower Hamlets

Lead Body: CIDA, the Cultural Industries Development Agency

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Summary of Consortium Infrastructure Business Plan 2008-11:

Vision / Mission	Outcome	Objective	Output	Person / Organisation	Timeframe / Targets	Cost?
1. Continuation and strengthening of the Tower Hamlets Change Up Consortium	The solidification of a forum for 3 rd Sector infrastructure organisations	Improved co ordination and representation in the borough	4 x consortium meetings and 4 x steering group meetings annually	CIDA	Ongoing	£19,000 P.A.
2. Organisational training and support	Improved performance and value for money	Supporting organisations successfully drawing down funding	140 beneficiaries undergoing extensive training and support	SSBA/EMEP/ Account3/CIDA	June 2012	448,989
3. Task Force	Direct support and outreach to borough organisations	Develop relationships of trust and collaboration	Increase collaborations by 100%	Stand alone project with manager to be appointed	II post July 2009	259,010
4. Establishment of a new CVS style organisation	A sustainable umbrella organisation representing and supporting the sector	A more cohesive and sustainable sector	Establishment of a CVS or similar	Change Up Consortium and Task Force Manager	March 2011	70,000

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 Change Up 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.

Evidence of 3rd sector frontline need

An appropriate sector needs questionnaire was disseminated by email to infrastructure organisations who had engaged with the ChangeUp development process to provide a baseline dataset from Infrastructure organisations within Tower Hamlets.

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. In

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 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

The outcomes and long terms changes brought by these plans

1. The continuation and strengthening of the Tower Hamlets Change Up 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 2014.
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.

Our beneficiaries and stakeholders, and how were they involved in the process

1. The membership of the ChangeUp Consortium and other infrastructure organisations within Tower Hamlets

The VCS infrastructure organisations will be the first to benefit from the training and support that this programme offers in order to ensure that they are modelling best practice to their members. They will continue to be supported by the activities within work stream four (above) and the development of a CVS-type organisation will deliver ongoing co-ordination of activities and the sector, information dissemination and sector representation beyond the life of the project. They were consulted directly through questionnaires, and have been consulted through ChangeUp meetings throughout the development process.

2. 1,600 CVS delivery organisations within Tower Hamlets

Once the infrastructure organisations have been strengthened by the training contained within work streams one to three, the support will be opened/cascaded to delivery organisations across the borough, promoted and supported by infrastructure organisations through their existing networks.

In the main, beneficiaries will be the smaller organisations who have historically not had the resources to put in place robust financial systems, monitoring methodologies, quality assurance systems or provide training to governors or directors.

We looked to infrastructure agencies within the Change Up Consortium to reflect the views of the delivery organisations which they support.

3. The three local champions and the management organisation

This programme is based on ensuring that those at the heart of its delivery are modelling best practice. Therefore we will be ensuring that the three local Champions, together with the management agency, further develop their organisational skills-sets and specialisation in their areas of activity. By doing this we hope to ensure the embedding of knowledge and skills within local organisations. All three are on the Change Up Consortium and contributed extensively into the BASIS 2 bid development process.

4. Strategic Stakeholders

With the development of a new CVS or similar, strategic stakeholders will have an established body to communicate to when attempting to reach / work effectively with the Tower Hamlets VCS. They will have a sector which is strengthened through an increase in quality of management and a sector more capable of delivering quality services to the people of Tower Hamlets. The local authority was engaged directly by repeated meetings up to assistant chief executive level, and the leader of the Tower Hamlets Local Strategic Partner was also consulted in a face to face manner. Ongoing, intensive support by East London CVS Network helped us learn from best practice in other boroughs and start co-ordinating activity on a sub regional basis

5. The people of Tower Hamlets

By improving the quality of management, governance, quality and co ordination, the VCS will be able to deliver more services, more efficiently to the residents of the Borough of Tower Hamlets. We looked to infrastructure agencies, the Local Authority and the Local Strategic Partnership as well as the members of the ChangeUp Consortium to reflect the views of the end users.

6. Minority Groups

We specifically engaged the following groups;

BME and Refugee groups; Through the Davenant Centre (Bengali and Pakistani), Via the Somali Refugee Network, the Ethnic Minority Enterprise Project and the Bangladeshi Welfare Association

Disability Groups; Via the Disability Coalition

Older People; via Age Concern Tower Hamlets and Wise Owls

Faith Groups; via the Interfaith Forum

LGBT groups: through meetings with leading players within the Lesbian and Gay community

Other Activities;

We carried out an extensive analysis of relevant reports on user need as outlined above

Summary description of the projects identified and match against stated objectives

The table below sets out the project descriptions. Area one relates to summary Activity 1. Activity 2 in the summary (above) has been split into three project areas (Areas 2 to 4 in the table below). Activity 3 in the summary relates to Area 5 below in, and Area 6 relates to Summary Activity 4.

1.	CIDA will continue to support the Change Up Consortium by arranging quarterly meetings of the full consortium, and quarterly meetings of the steering group through the life of the strategy or until the consortium believed the hosting of the group be best managed by a new or existing agency who takes on CVS functionality Additional meetings of the Steering Group will be arranged if circumstances require it. This delivers to Objectives 1,4 and 7
2.	An initial finance and systems audit for fifty existing CVS infrastructure and delivery agencies in Tower Hamlets with a subsequent six months training in finance, monitoring, fundraising and diversity. This delivers to Objectives 1,6 and 8
3.	A comprehensive governance improvement training to improve the capacity for strategic planning and internal management within thirty beneficiary organisations by the end of the programme. This delivers to Objective 5
4.	Comprehensive Quality Assurance Training for sixty organisations, fifty receiving one to one quality improvement support, and forty achieving nationally recognised accreditation to improve the quality of delivery, efficiency and readiness to supply to tender opportunities. This delivers to Objective 6
5.	The development of a dedicated task force to develop Sectoral cohesiveness and provide a highly experienced specialist advisor to assist VCO's in organisational development, communications, fundraising and brokering of new collaborations. This delivers to Objectives 1,3 and 7
6.	By the end of the project, in partnership with the emerging plans of the local authority and ChangeUp strategy, establish a new CVS or similar to facilitate joint working, co ordinate delivery and provide NAVCA recommended functionality. This delivers to Objectives 1,3, 4 and 7

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

Research into any similar or related services or projects provided by other organisations:

All training support will engage and deliver nationally tested models drawing on the support offered by Capacity Builders (see www.improvingsupport.co.uk) and all concurrent support available from Regional and National bodies, and only developing bespoke solutions where gaps occur.

In terms of local and regional strategies

1. Meeting the objectives of the local CVS infrastructure Plan

The London Borough of Tower Hamlets does not have a trading CVS nor an adopted ChangeUp Plan. and the resource which this programme makes available though work area four will allow some activities that are identified through the ChangeUp Plan process to be implemented

2. East London ChangeUp Partnership Infrastructure Development Plan

The East London ChangeUp partnership has two key recommendations which this project delivers to, namely;

- Support CVO's to achieve sustainability

By strengthening systems, governance and quality of organisations (areas 2,3 and 4 above), the project will underpin the sustainability of third sector organisations within the Borough, making them fit to supply against public and private tender opportunities

- Community Accountancy

This area is directly supported by our proposed activity around training in financial systems. We are aware that there is an organisation called CASH which delivers some support in this area, and we intend to work in partnership to ensure that there is no duplication

3. London ChangeUp infrastructure development plan

The recommendations of the London wide ChangeUp development plan has key recommendations which will be delivered through this project

- Communications

Work area four provisions a resource, part of which will be utilised to ensure that the sector in Tower Hamlets are kept informed of opportunities as they arise. The identification of Champions and their outreach work will further develop channels of communication essential in a borough where, in the

absence of a CVS, 3rd sector organisations feel isolated and ill informed. We will work closely with the Communications Team in the L.B. Tower Hamlets to ensure complementarity of our activities

- Income Generation

By strengthening financial systems and monitoring, and increasing the Quality of operations and systems, beneficiary organisations will be better able to manage their finances and be fit to supply. We will work alongside Capacity Builders and NAVCA affiliated bodies to ensure there is no duplication of their services

- commissioning opportunities

The communications that activity five and six will resource will enable more organisations to understand and consider tendering opportunities, whereas the improvement in financial systems, quality systems, training around fundraising and governance will improve organisations' ability to successful win commission opportunities. We will also work with Compete For and Business link to ensure our projects diliver added value to their resourced activities

- better performance monitoring

Areas two, four, five and six directly deliver to this outcome

Beyond the outcomes outlined above, this project involves joint working that can be sustained beyond the life of the project in that the Borough Champions will have a skillset which 3rd Sector organisations will be able to draw on for years to come, a new CVS or CVS style organisation will be established leaving a lasting legacy and a culture of collaboration will be generated within the sector in Tower Hamlets

This project is designed to be inherently flexible, and, specifically each area of delivery requires that regional and national agencies and methodologies be utilised and bespoke solutions only be developed where no tried and tested models are available. Through linkages with East London CVS Network, and strategic Stakeholders, the Project Steering Group will engage with local and regional opportunities, such as London wide BASIS projects where appropriate, to ensure both that the VCS sector in Tower Hamlets is supported and to facilitate the delivery of regional projects through Tower Hamlets organisations

The key targets that we plan to achieve within each of the three years

We will deliver the following, tangible interventions

<p>CIDA will continue to support the ChangeUp Consortium by arranging quarterly meetings of the full consortium, and quarterly meetings of the steering group through the life of the strategy or until the consortium believed the hosting of the group be best managed by a new or existing agency who takes on CVS functionality Additional meetings of the</p> <p>1. Steering Group will be arranged if circumstances require it. Yr 1, 4 consortium and 4 steering group meetings, Yr 2, 4 consortium and 4 steering group meetings, Yr 3, 4 consortium and 4 steering group meetings</p>
<p>By the end of the project, for fifty existing VCS infrastructure and delivery agencies in Tower Hamlets to have completed a comprehensive financial and monitoring systems improvement training and implemented new</p> <p>2. systems to improve performance, management and monitoring of activity and diversity awareness. Yr 1 10 beneficiaries, Yr 2 20 beneficiaries, Yr3 20 beneficiaries</p>
<p>For thirty governors and managers from existing VCS organisations to complete comprehensive governance improvement training to improve the capacity for strategic planning and internal management within the</p> <p>3. beneficiary organisations by the end of the programme Yr 1 6 beneficiaries, Yr 2, 12 beneficiaries, Yr3 12 beneficiaries</p>
<p>Sixty organisations from existing VCS organisations to undergo comprehensive Quality Assurance Training, fifty receiving one to one quality improvement support, and forty achieving nationally recognised</p> <p>4. accreditation to improve the quality of delivery, efficiency and readiness to supply to tender opportunities Yr 1 10 beneficiaries, Yr 2 30 beneficiaries, Yr3 20 beneficiaries</p>
<p>The development of a dedicated task force to develop sectoral cohesiveness and provide a highly experienced specialist advisor to</p> <p>5. assist VCO's in organisational development, fundraising and brokering of new collaborations Yr1 and 2</p>
<p>By the end of the project, in partnership with the emerging plans of the local authority and ChangeUp strategy, establish a new CVS or similar to</p> <p>6. facilitate joint working, co ordinate delivery and provide NAVCA recommended functionality. Yr 2 and 3</p>

Risk assessment of the business plan:

1. Organisations fail to take up the offered support and training.

Risk; Low

Mitigation;

This risk is partially mitigated by a thorough understanding of the needs of the sector carried out by the baseline research, and the development of content that both relates to that need and draws on national best practice guidance developed by Capacity Builders and local overview from East London CVS Network.

However, it is important that the marketing of this activity also clearly identifies the benefits to organisations that engage, that the activity is delivered across the borough, that the delivery is culturally appropriate and accessible, and all delivery partners take a proactive approach in supporting beneficiaries through the process through the development of personal relationship with target organisations.

Issues around engagement will be discussed at project management briefings, and the project delivery will evolve to meet and deal with emerging challenges under the guidance of the steering group; effectively allowing the sector to manage the project.

2. Delivery organisations fail to deliver to programme specification

Risk; Moderate

Mitigation;

Close monitoring of outcomes against programme will be carried out regularly by CIDA to identify problems early. With support from the Steering Group, the methodology of delivery organisations will be adjusted to address failures and shortcomings. If the problems continue, in accordance with the Service Level Agreement, CIDA and the steering group reserve the right to terminate delivery contracts and re-tender the activities to other VCS organisations better equipped to deliver the activities

3. The internal factions within Tower Hamlets impede the development of a CVS organisation

Risk; High

Mitigation;

It is important that the partners and CIDA communicate openly and honestly with the sector, and ensure that all parties are made aware of CIDA's publically stated position that, as an organisation, CIDA is not interested in becoming the new CVS and that the resource will be targeted at activity that supports the London Borough of Tower Hamlets preferred model in so far as it corresponds to the aspirations of the sector. It may become a challenging task, but the case

for the establishment of a CVS or similar seems to us and the organisations consulted to be so important that, with strong advocacy and a culture of honesty, communication and collaboration, the benefits will overcome any factional instincts of certain elements within the sector.

The presence of three strands of training, free of charge is likely to develop good will. Additionally, the primary task of the Task Force will be developing relationships of trust, and substantial resources will expended to this end

CONSORTIA DEVELOPMENT FUND

BUSINESS PLAN 2009-11

Annexe 1

Milestones and targets

1. Key Target

Ongoing support and delivery of ChangeUp Consortium and Steering Group

Milestone

Change Up Consortium and Steering Group Meetings

Key Dates

Quarterly for the life of the programme

Review of Change up activities

Annually from April 2009

Initiation of issue specific forums

Jan to March 2010

2. Key Target

Training in cohorts of six to ten of 140 organisations in Finance, monitoring, fundraising and diversity, governance and quality assurance

Milestone

Develop further detailed programmes training and procure additional staff
Development of Service Level Agreements between Borough Champions and Managing Agent

June to September 2009

Adoption of organisational Financial Health Check and Learning Plan

October to Dec 09

Mandate of programme training

Initiation of discussions and development of visioning document for new CVS

Programme training and begin recruitment of beneficiaries

Change Up Consortium and Steering Group Meeting
Quarterly monitoring and management

<p>Delivery of first two cohorts of ten on six month training for Financial and Governance Training for Infrastructure organisations</p> <p>Initiation of Quality Assurance systems in six cohorts of ten for three months each</p> <p>Initiate six months training for cohorts of five governors with 8 cohorts over the life of the programme</p>	<p>Jan to March 2010</p>
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<p>Continued delivery of Financial and Governance training to infrastructure organisations and initiation of similar training for Delivery Organisations</p> <p>Continuation of delivery of Quality Assurance training for infrastructure organisations and initiation of similar training for Delivery Organisations</p>	<p>April to December 2010</p>
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<p>Completion of training in Financial, Governance and Quality Assurance</p> <p>Change Up Consortium and Steering Group Meeting</p> <p>Quarterly monitoring and management</p>	<p>December 2011</p>
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Key target 3;

Tower Hamlets Task Force

Key Dates

<p>Development of detailed workplan, and job description for Task Force Manager, advertise post</p>	<p>April to June 2009</p>
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<p>Appoint Task Force Project Manager</p>	<p>June to September 2009</p>
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<p>Initiation of outreach activity</p>	<p>June to September 2009</p>
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<p>Preparation and consultation of Communication Strategy</p>	<p>Oct to Dec 2009</p>
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<p>Adoption and implementation of communication strategy including website launch by task force</p>	<p>January to March 2011</p>
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Key target 4;

Establishment of a new CVS or similar

Key Dates

<p>Initiation of discussions and development of visioning</p>	<p>July to December 2009</p>
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document for new CVS

June to Dec 2010

Preparation and launch of consultation on a development plan for the establishment of a new institution with CVS functionality to serve the needs of the VCS sector in Tower Hamlets

Development of the draft Business Plan for the new CVS or organisation with similar functionality

Jan to June 2011

Formal establishment of CVS or similar with Governing Board, staff and independent legal identity
First 2 years funding for CVS or similar secured
Staff recruitment of CVS or similar
Identification and signing of lease on premises for CVS
Initiation of CVS functionality
CVS or similar joins NACVA

July 2011 to March 2012

CONSORTIA DEVELOPMENT FUND

BUSINESS PLAN 2009-11

Annexe 2

Organisations who are likely to lead and managing these projects

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.
EMEP	Design and delivery of Governance training
CIDA	Consortium facilitator and delivery, Project Managers including hosting the Tower Hamlets Community Task force.
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.

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BUSINESS PLAN 2009-11

Annexe 3 Monitoring

This project will be managed by CIDA utilising tracking and measurement methodologies developed during the delivery of a number of ESF and ERDF programmes over the last seven years. CIDA project Management and Monitoring Team is trained by the Development & renewal Department of London Borough of Tower Hamlets and maintained a high quality project management procedure with continuous development.

CIDA will sign a service level agreement with each delivery partners, EMEP, SSBA and Account 3 indicating clearly their project milestones, profiled outcomes, outputs and budget along with a claim schedule.

CIDA's monitoring team will regularly monitor the partner's performance specifically, for work streams 1 to 3, in order to establish that the partners' delivery is on target. For example CIDA would use 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. After strict monitoring each quarter if CIDA is not satisfied than the CIDA would set up individual meeting with the delivery partner and help them to improve their services.

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.

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BUSINESS PLAN 2009-11

Annexe 5

Estimated Staff Requirements

1. Operation of Change Up consortium

A single senior project manager with extensive experience of managing partnership projects and the ability to direct the delivery partnership. Part Time

An administrative assistant with good note taking skills. Part Time

2. Delivery of the training elements

One full time experienced project manager in each of the three delivery organisations with training delivery skills

3. Task Force

A highly experienced project manager with a substantial track record of engaging and co-ordinating third sector organisations and sensitivity to both the complex politics and the multicultural dimension of the Borough. Full Time

One part time administrative assistant with efficient note taking skills, organisational abilities and IT literacy

4. Managing Body

One fifth of each of the following project officers;

Finance

Monitoring

Human Resources

CONSORTIA DEVELOPMENT FUND

BUSINESS PLAN 2009-11

Annexe 6 Fundraising template

Project	Lead Agency	Funder	Application deadline:	Decision Date
ChangeUp consortium maintenance	CIDA	Capacity Builders	March 09 and annually there on in	April 09
BASIS 2 Project	CIDA	The Big Lottery Fund	Sept 08	Jan 09 with announcement ealy March
Modernisation Grant	CIDA	Capacity Builders	Jan 09	April 09

CONSORTIA DEVELOPMENT FUND

BUSINESS PLAN 2009-11

Annexe 7 Marketing template

A substantial task for the Task Force is the development of a comprehensive Marketing and Communication Strategy. It is unwise to predict the outcome of this apart from specifying that the strategy will lead to the development of a dedicated web portal and the continuation of the monthly newsletter specified below. However, in the interim, the following marketing steps will be initiated to inform the sector.

Target Audience	Objective	Methodology	Timeframe
Frontline groups	Raise awareness of infrastructure support services in the borough and the training offered through this programme	Newsletter and dedicated page on East London CVS Network website. Local press advertising where appropriate	Monthly publication and updates
Infrastructure Groups	Increase in collaborations and joint working. Development of culture of mutual trust	Newsletter Promoting services via existing networks. Dedicated page on East London CVS Network website. Local press advertising where appropriate	Monthly
Local authority stakeholders	Raise awareness of demand for infrastructure support services in the borough/sub region Promote consortium as strategic infrastructure body	Press release to sector press Meeting with key stakeholders Success stories Make links with relevant local councillors	12 month period

The members of Tower Hamlets ChangeUp consortium will actively promote the project to the target group through word of mouth. CIDA will print promotional leaflets and distribute them through CIDA's existing distributing channel in LBTH. CIDA has a database of 2000 third sectors organisations and CVS who

are based in LBTH and information will be sent to them directly. CIDA will also encourage its delivery partners to promote the project by taking information stands at local community events.

The ChangeUp consortium has a major role to play in the promotion of these activities. Infrastructure organisations which are part of the Changeup consortium will be encouraged to consider the training packages, and to cascade down the information to their client delivery organisations

It is our intention to further promote the ChangeUp consortium through advertising and editorial in East End Life, a free Tower Hamlets newspaper delivered to every address in the Borough. The ChangeUp consortium placed the first advert, which was published on 3rd October 2008, to ensure that all infrastructure organisations within the Borough are engaged within the ChangeUp consortium. Subject to a successful bid, we intend to produce a series of editorials within East End life, charting the progress of ChangeUp and highlighting the opportunities for Delivery Organisations that will come through this project.

Strategic partners

The strategic partners (London Borough of Tower Hamlets, Tower Hamlets Partnership, the London Development Agency, Government Office London and London Councils) will be encouraged to promote the activity through their email based newsletters and on their websites

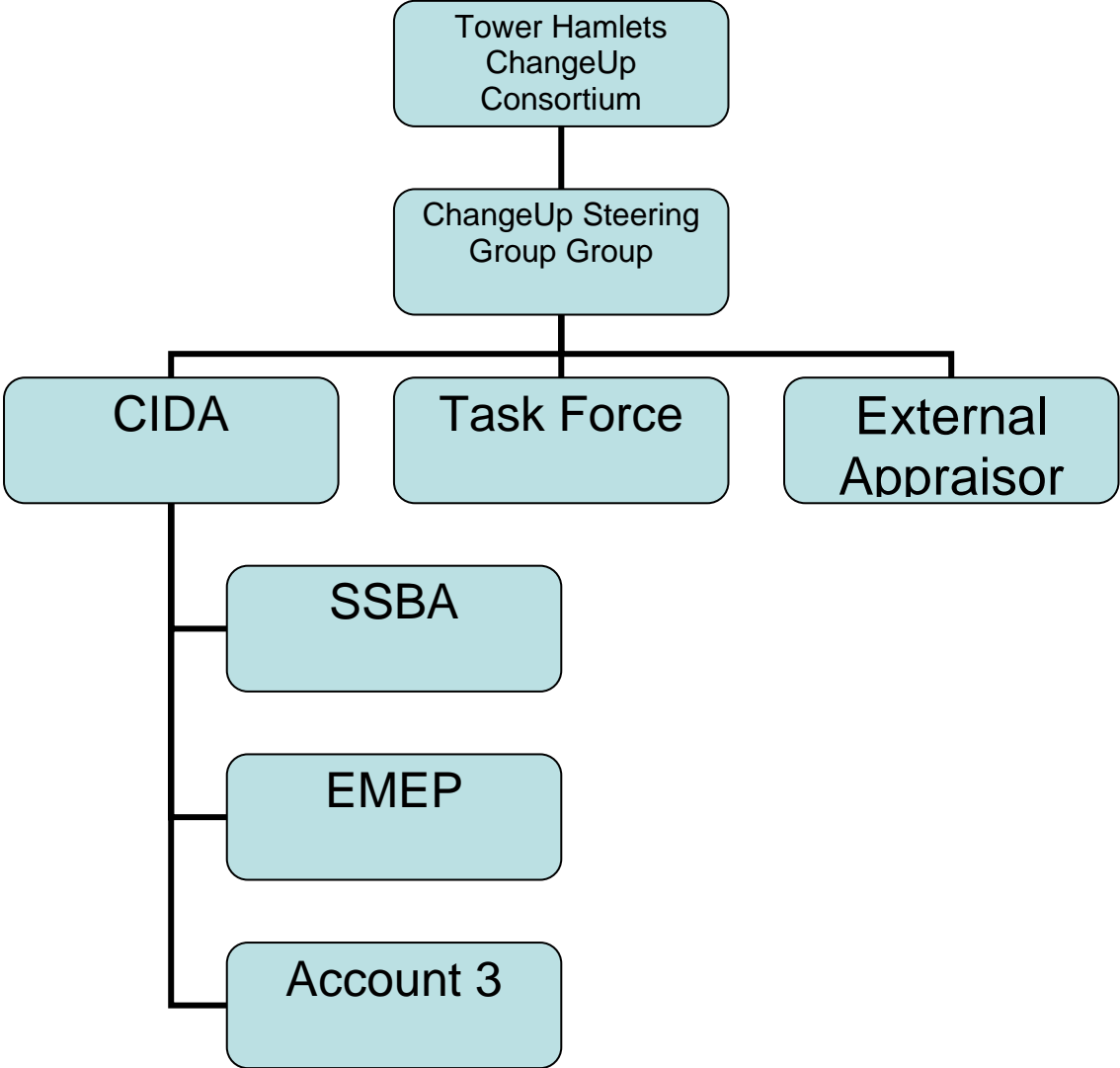
ELCVSN e portal

The Tower hamlets Changeup Consortium already has a section on their website for the Tower Hamlets ChangeUp Consortium which will, in the short term, be the main repository of information relating to this project. It may be, that in the medium term, the project Steering Group, as part of it's steps to develop a CVS like organisation, will authorise a stand alone internet portal which will act as a information resource for this programme of activity.

CONSORTIA DEVELOPMENT FUND

BUSINESS PLAN 2009-11

Annexe 8
Consortium Structure



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BUSINESS PLAN 2009-11

Annexe 9

Track Record of delivering Similar Projects

CIDA, the Cultural Industries Development Agency is a not-for-profit company limited by guarantee with an outstanding track record of delivering individual and co-financed programmes over the last ten years, benefiting the creative industries and community sector and enabling the development of wide-ranging and complementary specialist business support and skills development for the sector.

CIDA has led on four ESF projects and delivered five ERDF projects. The total turnover for these projects was over £8m and more than 3,500 beneficiaries/businesses receiving support and/or training and skills development (through a delivery partner).

All CIDA's ERDF and ESF projects are now completed. CIDA performed to or exceeded outputs and outcomes on all nine projects, which have successfully completed interim or closedown audits.

Examples of ERDF funded business support projects:

Building Creative Industries Competitiveness was a unique project funded by ERDF and the London Borough of Newham and Tower Hamlets, providing creative industries information and business support services that benefited 1650 creative SMEs in Tower Hamlets and Newham. The project commenced on 1st January 2003 and reached completion in December 2007. The total project cost was £1,121,302. Through this project CIDA moved away from purely delivering support on a one-to-one basis and introduced bespoke packages of integrated support that combined one-to-one support with a range of one-to-many training opportunities linked to topics relevant to the creative sector. The project was ground breaking and set standards in East London and the wider London area for the quality of support provision for creative businesses.

Creative Routes East London aimed to develop sustainable creative enterprises in Tower Hamlets, Hackney and Newham, through the provision of one-to-one business support, mentoring, business skills training, marketing support, showcasing opportunities and local market and supply chain development. The programme supported 150 pre-start-up and new start-up creative enterprises including sole traders, freelancers, partnerships, and micro businesses. The total project cost was £392,475, funded by ERDF and co-financed by the London Boroughs of Tower Hamlets, Hackney and Newham. The project commenced in September 2004 and reached completion in March 2007. Once

again this project took business support to a new level with an even more integrated approach to provision, and an additional link to supply chain development and improved access and routes to market.

Creative Links included an annual large scale Expo, a dedicated specialist creative industries diagnostic, referral and brokerage service (in partnership with London Business Support Network) incorporating in-depth support for over 300 creative SME's in East London, giving easy access to additional support from over 100 other business support providers. The innovative Creative Links Expo has gone on to become CIDA's flag ship event and the key business support and showcasing event for the creative sector. This high profile event is now close to becoming self sustainability as its costs are increasingly shared with fellow support providers and its potential for sponsorship rises year on year – the next event is planned for October 2008. The Creative Links project commenced in January 2005 and reached completion in December 2007.

Examples of ESF funded training and skills development projects:

The Creative Network project, part funded by ESF GOL and LBTH Corporate Match, with public match provided by the project partners, was aimed at creative individuals and beneficiaries in Tower Hamlets, Hackney and Newham. This project was delivered with eight partners. The project started on 1st January 2004 and the project was completed in December 2006. More than 500 beneficiaries were benefited by the project. The total project cost was £1,452,024

Digital Women's Club is a dynamic network designed to support 144 unemployed and underemployed women in finding roles and careers within the creative digital sector. It centres on an engaging interactive website, key to developing contacts and showcasing talents and experience. The total project cost is £349,995.78, funded by ESF and Co-financed by LDA. The programme is delivered by 8 leading arts organisations: Antersite, Betar Bangla, CIDA, Circus Media, DV8/Eastside Records, Free Form Arts Trust, Point Blank and Urban Development. The Project which commenced in April 2006 and has achieved 90% of its output and is due for closure in May 2008.

Examples of other organisational support projects:

In addition to the ERDF projects CIDA has sought and achieved resource through other funding sources such as Arts Council England, the London Development Agency and Neighbourhood Renewal to develop and deliver business support activity that adds additional value to our ERDF activity.

The First Steps project supported more than 75 pre start-up and start-up creative businesses and helped to create more than 50 new jobs. Recruitment of target beneficiaries to the introductory sessions, workshops and one-to-ones was been consistent and the project successfully reached high proportions of minority-led SMEs, 55% were BAME. PWD and women led. The project commenced in March 2005 and when it closed in March 2007 CIDA actually

had a waiting list of pre start-up SMEs waiting for the next programme to commence highlighting the niche fulfilled by this highly targeted programme for pre start-up creative businesses, run by a reputable local support provider on a consistent basis. CIDA continues to serve pre-start up clients through local borough funding.

ANNEX 10

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 Meredew	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.