

East London ChangeUp Partnership

Infrastructure Development Plan

(Incorporating the Infrastructure Development Strategy
2008-14 and Infrastructure Business Plan 2008-11)

July 2008

FORWARD

These are exciting times for the voluntary and community sector. In relation to government policy, our profile is higher now than it has ever been. Increasingly there is recognition of the vital role that voluntary and community organisations play in local communities. Many of the services on which people depend, and which add a huge dimension to their lives, are either provided directly by one of our groups, or are delivered through a partnership that includes sector organisations. In addition to providing services, our sector continues to play a vital role in representing and advocating for the needs and concerns of local people.

It is also true that East London's profile is on a high. The 2012 London Olympics means that the eyes of not just the country but the whole world are increasingly focussed on East London. In addition, the massive regeneration taking place through the Thames Gateway project is transforming major parts of our area. As these developments gather pace over the coming years there will be a host of new opportunities for individuals and organisations.

Nonetheless, whilst change brings new opportunities, it also brings massive challenges. For the voluntary and community sector the biggest challenge of all is finding ways of utilising the new opportunities. Much of the time it feels as though we simply do not have the capacity to do so.

ChangeUp, initiated by government but organised locally, is an attempt to address this situation. The additional funding provided by government is helpful but in truth it is a drop in the ocean compared to the level of resources needed. Rather than depending on new cash, the success of Change Up is much more likely to be achieved through our working in new and innovative ways, upskilling, enabling and empowering people to get involved and take action locally, and through the development of appropriate partnerships.

The East London Network of Councils for Voluntary Service (ELN) is committed to this change agenda. From the off our ChangeUp policy has been to undertake work that concentrates on what is appropriate at a sub-regional level. In this way we can both support and provide a bridge between local (borough-based) and regional (London-wide) initiatives.

This plan sets out in more detail what we will be doing and what we are aiming to achieve in the next three years. It is an ambitious plan but we believe it is realistic – not least because we have confidence in the energy and commitment of the people involved in the voluntary and community sector in East London. We hope you will read our plans with interest – and we look forward to you getting involved in helping to bring the plans to fruition.

Martin Howie
Chair, East London ChangeUp Partnership

**This Infrastructure Development Plan was agreed by the
East ChangeUp Partnership in January 2008**

EXECUTIVE SUMMARY

	Page
Executive Summary	4
1 Lead Body	4
2 Consortium Vision / Mission Statement	4
3 Consortium Aims and Objectives	4/5
4 Evidence of 3 rd Sector frontline needs	5
5 Outcomes and Long Term changes	6
Infrastructure Development Strategy 2008-14	8
6 Implications of this Infrastructure Development Strategy for the Consortium	8
7 Outline of the roles of key People/Organisations	8
8 Timescales, Key Steps and Processes	9
Infrastructure Business Plan 2008-11	11
9 Beneficiaries and Stakeholders	11
10 Themes for Investment	12
- Premises	
- Volunteering	
- Olympics and Paralympics Games	
- HR and Legal Support	
- Encouraging Diversity within the Sector	
- Support to VCOs to achieve sustainability	
- ICT	
- Community Accountancy	
- Community Development	
- Development of the ChangeUp East London Partnership	
- Development of the East London CVS Network	
11 Key Targets	31
12 Research	31
13 Risk Assessment	31
Appendices	33
A East London ChangeUp Partnership Terms of Reference	
B Milestones and Targets Template	
C Lead Organisations	
D Monitoring Information	
E Total Cost of Proposals	
F Estimated Staff Requirements	
G Fundraising Summary	
H Marketing Plan Summary	
I Consortium Structure	
J Track Record of delivering Similar Projects	
K Summary of the Consortium Membership	
L Communication Strategy	

EXECUTIVE SUMMARY

Lead Body: East London CVS Network [secretariat] HAVCO [finance]

Contact Details:

Alice Wallace / Andrea Chott
ELN
19/21 Eastern Rd
Romford
RM1 3NH

Telephone: 01708 77 8060

Email: alice.wallace@elcvsnetwork.org.uk / andrea.chott@elcvsnetwork.org.uk

Website: www.elcvsnetwork.org.uk

Vision for Sector Development in East London

The East London ChangeUp Partnership has a vision of a strong and vibrant Voluntary and Community Sector [VCS] which has a positive impact on the lives of those who live, work, learn and play in East London.

Consortium Aims

The ChangeUp East London Partnership aims to develop suitable and effective infrastructures across East London, where Voluntary and Community Organisations [VCOs] can access a full range of quality support services. This will enable those organisations to deliver quality and accessible services to local communities.

The Partnership will do this by:

- Identifying major gaps in infrastructure provision across the sub-region:
 - Mapping current provision and gaps
 - Data analysis
 - Providing a forum for VCS, funders and statutory providers to work up responses to gaps.
- Working with all stakeholders to ensure that services are developed and co-ordinated at an appropriate level [local, cross-borough or sub-regional].
- Supporting local voluntary and community organisations by making available technical advice and support through a robust range of infrastructure services that are accredited and quality assured.
- Securing external understanding, support, valuing of and investment in a sector that offers high quality, responsive services that have a measurable impact on the well-being, social, economic and environmental performance of the sub-region.
- Building on existing trust between service users and voluntary organisations to influence policy and practice of sub-regional stakeholders and providers.

Consortium Objectives

The East London ChangeUp Partnership is committed to:

- A co-ordinated approach to the development of infrastructure and an independent, vibrant and sustainable VCS in East London.
- Developing a skilled workforce that is resourced and enabled to deliver efficient, high quality services.
- Collaborative working across all areas of work, ensuring synergy and clarity between local ChangeUp Plans and the East London ChangeUp Plan.
- Reflecting the diversity and difference within and across the sector.
- Sharing good practice.
- Developing equality of service. In other words, ensuring that VCOs have access to the same levels of support for the key services areas eg: HR & Legal support, Community Accountancy, ICT.

The Partnership will:

- Identify current infrastructure issues in the sub-region incorporating such issues into the Strategic and Business Plans.
- Subject to funding develop programmes and projects that will aid the development of VSC infrastructure and support the creation of an independent, vibrant and sustainable VCS in East London.

Evidence of 3rd Sector Frontline Needs

During the past two years the ChangeUp East London Partnership has written, commissioned, or been involved in the commissioning of the following research into the needs of the sector in East London:

- A Strategy for Building a World Class Third Sector in London Thames Gateway [TGLP Nov 06] was a major study into the role of the 3rd sector in developing sustainable communities. Many recommendations were made and a number of these have been picked up by this Business Plan.
- ChangeUp East London Partnership self-assessment action plan [July 07]
- BME VCS Infrastructure in East London sub-region [MiNet May 07]
- Open to Options: Developing HR & Legal Support [ELN Dec 06]
- Developing a World Class Third Sector Workforce in East London [TGLP Nov 06]
- Commissioning & Procurement: Fit for Purpose? A conference report [ELN May 06]
- Mapping CD Learning & Qualification Programmes across the London Region [LVSC June 06]
- Commissioning & Procurement: Needs for the VCS [Age Concern 2006]
- Developing ICT Support to VCOs in East London [ELN Oct 06]
- East London infrastructure investment & development plan [ELN Oct 2005]

In addition the following have influenced the development of this Plan:

- The London Plan and sub-regional economic development strategies identify the need for sub-

regional local authority partnerships to engage with the 3rd sector and ensure all plans and strategies reflect the needs of all communities, especially those most marginalised from service provision.

- Building Blocks [City Parochial Foundation 2007]
- Greater London Volunteering 'Volunteering Bridge' [GLV]
- Local ChangeUp Plans
- PiP [Kairos in Soho 2005]

The Partnership is also aware of the work which the 10 LRC sub-groups and the national hubs have been doing, and of additional research undertaken by them. The Themes for Investment is based on these collective findings, and builds on work already started to develop support for CVS and Local Infrastructure agencies in East London.

There has been wide consultation and discussion with the following:

- The East London CVS Network
- The local ChangeUp consortia in East London
- The East London Volunteer Centres Network
- The East London BME Network
- CVS Development Workers
- Equalities groups [including ROTA, BTEG, The Consortium of LGBT VCOs, the Womens Resource Centre, disability organisations]
- Infrastructure organisations working in East London

Outcomes and Long Term changes

The East London ChangeUp Partnership aims to:

1. Increase the capacity of CVS and other LIOs to support East London VCOs gain access to quality, affordable and accessible premises.
2. Create a cohesive, and strategic volunteer centre network, that is able to work collaboratively for the benefit of volunteers and volunteering in East London
3. Increase the capacity of CVS and other LIOs to maximise the benefits of the Olympics for the people who, work and live in East London
4. Increase the capacity of CVS and other LIOs to provide quality HR and Legal support to local VCOs
5. Increase the capacity of equalities organisations to contribute to the development of policy and initiatives in East London.
6. Increase the capacity of CVS & other LIO's to support local VCOs achieve sustainability.
7. Increase the capacity of CVS and other LIOs to provide appropriate ICT support to FLOs in East London
8. Increase the capacity of CVS and other LIOs to deliver quality financial management support services to front-line VCOs.
9. Ensure a co-ordinated approach to Community Development in the London Thames Gateway
10. Develop an informed, cohesive and effective Partnership, that is able to inform and participate

in the decision making process for infrastructure development in East London

11. Develop an informed, cohesive and effective Partnership, that is able to inform and direct the development and work of the East London CVS Network

INFRASTRUCTURE DEVELOPMENT STRATEGY 2008-14

Implications of this Infrastructure Development Strategy for the Consortium

Main implications include:

Finance:

- Resources to recruit staff, monitor progress, and pull together key partners that will lead on specific pieces of work
- Inability to fundraise for specific posts in year one will impact on the delivery of objectives

Staff:

- The East London ChangeUp Partnership's Business Plan [EL Plan] will be co-ordinated by the two East London CVS coordinators + the ELN administrator
- A number of staff who will be delivering the EL Plan are already in post
- Where the necessary staff do not exist within delivery organisations they will be recruited.
- Where staff are employed on behalf of the Partnership measures will ensure that qualified & skilled staff are recruited.

Geography:

- The ChangeUp East London Partnership covers 9 London boroughs + the City of London. This is a huge geographical area and we have learnt from experience that delivering a sub-regional project across the whole patch is problematic. As a result we have developed the concept of 3 min-hubs where appropriate: Bexley, Greenwich & Lewisham + Redbridge, Barking & Dagenham & Havering + Hackney, Newham, Tower Hamlets & City. This way we can ensure parity of provision on a more manageable level.

Skills & Knowledge:

- The EL Plan will be delivered by experts in their respective fields.
- The EL Plan will be co-ordinated by the ELN staff team who have developed good working relationships with the Partnership members and with delivery organisations, and understand the needs of the 3rd sector in the sub-region.

Objectives within the plan assume continued support from partners with whom we are working collaboratively to deliver pieces of work and continued support from those on the ChangeUp Partnership.

Outline of the roles of key people/organisations in delivering the Infrastructure Development Strategy *(for additional information on Track Record please see appendix J):*

The East London CVS Network will:

- Provide facilitation of the East London ChangeUp Partnership
- Ensure the implementation of the Business Plan [including the development of Key Performance Indicators, monitoring progress,]
- Commission additional strategies as required
- Co-ordinate of projects

- Provide guidance on the development of projects
- Ensure that issues of sustainability are addressed

Hackney Voluntary Action will:

- Recruit & host the sub regions first ICT worker in the Hackney, Newham, City and Tower Hamlets mini hub
- Research and submit funding applications for ICT workers in the sub regions remaining two mini hubs
- Develop a strategy for sustainable funding for ICT infrastructure
- Provide timely monitoring and performance management information to the Partnership
- will lead on the development of an East London Volunteers Centre Network

Barking & Dagenham CVS, Bexley CVS and Hackney Voluntary Action will host an ICT worker on behalf of their mini-hub

Interchange will deliver a programme of management training.

BNRRN will be the lead agency in developing a BME Network

Hackney CVS will lead on the Sustainability Project and the Research Project.

HAVCO will lead on the development of a Premises Strategy for London the Thames Gateway

NVSC will lead on the development of a Community Development Strategy for the London Thames Gateway

Pro Active East London will:

- Appoint a sub-regional Sport and Physical Activity Volunteer Coordinator
- Lobby for and promote sports volunteering
- Lobby for a pilot sports specific PVP

Timescales, Key Steps and Process for reviewing the Infrastructure Development Strategy

The ChangeUp East London Business Plan is ambitious and wide ranging. We have tried to include work being done by a wide variety of 3rd sector infrastructure organisations in East London. Some have been developed outside of the ChangeUp process, but clearly fit. Others have been developed in partnership. The ChangeUp East London Partnership took the decision to include these projects as part of the Business Plan in order to facilitate better communication and greater accountability and responsiveness to project development and delivery.

The ChangeUp East London Partnership will ensure the following:

- The agreement of key performance indicators and outcomes before projects are rolled out.
- Clear understanding of what evidence to be collected as part of evaluation process
- Regular reports on projects at each Partnership meeting [currently bi-monthly]
- An annual review process will review implementation of the Development Strategy
- Annual report to track results against targets

The tables contained within the following Business Plan section provide more detail on timescales for delivery and Project Plans can be obtained from the ELN office if required.

INFRASTRUCTURE BUSINESS PLAN 2008-11

Beneficiaries and Stakeholders

The principal stakeholders of the East London ChangeUp Partnership are local infrastructure organisations and their members:

- Generalist support [eg: CVS] ~ ELN hosts quarterly meetings of the CVS directors where issues concerning the needs of both the CVS and their member organisations are discussed. ELN regularly communicates with CVS Development Workers and Information Workers via e-groups and ELN website.
- Specialist support [eg: ACE, ASSET, Pro-Active East London, Peace, Interchange, Social Enterprise London, School for Social Entrepreneurs, LASA,] ~ A number of these agencies are members of the ChangeUp East London Partnership. In addition they receive the ELN quarterly newsletter.
- Sub-sector Infrastructure [eg: the East London BME Network] ~ The East London BME Network has an allocated place on the Partnership, and is therefore invited to attend all meetings. Network members have been consulted via email. In addition BME infrastructure organisations receive the ELN quarterly newsletter.
- Equalities agencies [eg: ROTA, MiNet, the Consortium of LGBT VCOs, the Women's Resource Centre] ~ Discussion has been on-going with these bodies and the draft Strategy & Business Plan was circulated
- Other Local Infrastructure Organisations [LIOs] ~ All LIOs are invited to attend local ChangeUp consortia. These consortia have representation on the ChangeUp East London Partnership ~ two way communication is facilitated by local ChangeUp Officers or the chair of the local consortia. Any LIO who works in two or more East London boroughs is invited to apply for membership of the ChangeUp East London Partnership. In addition all LIOs providing services in East London receive the ELN quarterly newsletter.
- Public sector stakeholders include Skills for Care North East London, Thames Gateway London Partnership and representatives from the London Boroughs of Lewisham and Newham, all of whom have representation on the East London ChangeUp Partnership.

Themes for Investment

ELN and the ChangeUp East London Partnership aim to:

1. Encourage the development of cross-borough or sub-regional working where there is clear benefit [eg: economies of scale / quality assurance].
2. Support work being done at a borough level by providing training and resources to staff within infrastructure organisations.

1. Premises

Aim: To increase the capacity of CVS and other LIOs to support East London VCOs gain access to quality, affordable and accessible premises

	Project Activity 2008/09	Lead Agency	Cost	Funding	Milestones / Targets	Outcome	Indicators Monitoring & evaluation
1.	Commission Premises Strategy for the 3 rd sector in East London	ELN	£30,000	CapacityBuilders	<ul style="list-style-type: none"> ▪ Strategy Commissioned [March 08] ▪ Strategy launched [Oct 08] 	Clearer understanding of premises issues in EL & poss solutions	<ul style="list-style-type: none"> ▪ Strategy published ▪ Action Plan devised
2.	Develop links with others working on Premises issues in East London	ELN	£4,000	London Councils	<ul style="list-style-type: none"> ▪ Working group est'd ▪ Regular meetings 	Shared understanding	<ul style="list-style-type: none"> ▪ Minutes of meetings
3.	Run workshops for CVS and LIOs on legal issues around premises, leases, raising capital, shared ownership model, asset management etc	EPF	£8,000	London Councils	<ul style="list-style-type: none"> ▪ Workshop delivered in each mini-hub 	CVS & LIO staff better able to advice VCOs on premises issues	<ul style="list-style-type: none"> ▪ Feedback forms
4	Develop training course for local authorities on needs of 3 rd sector orgs & maximising community funding via s106 agreements	EPF	£4,000	CapacityBuilders	<ul style="list-style-type: none"> ▪ Workshops 	LAs better informed & needs of 3 rd sector orgs better met.	<ul style="list-style-type: none"> ▪ Feedback forms ▪ Evaluation report
5	Part time sub regional Property Adviser	EPF	£12,000	CapacityBuilders	<ul style="list-style-type: none"> ▪ Service operational ▪ 20 East-London based organisations receiving 121 advice 	3 rd sector orgs better able to negotiate better deals	<ul style="list-style-type: none"> ▪ Feedback forms ▪ End of year report

6	Develop webpage on ELN website to include resources & sources of support to VCS	ELN	£120	London Councils	<ul style="list-style-type: none"> Info collated [oct 08] Webpage [jan 09] 	An informed sector	<ul style="list-style-type: none"> Info collated Webpage live
7	Participate in LRC Premises sub-group	HAVCO	£1,000	HAVCO	<ul style="list-style-type: none"> Attendance at meetings 	Improved flow of info	<ul style="list-style-type: none"> Report to ChangeUp EL Partnership
	Activity 2009/10	Lead	Cost	Funding	Milestones	Outcome	Indicators
1.	Launch Strategy & begin to implement recommendations	ELN	£5,000	CapacityBuilders	1. Development of high-level working group	Shared understanding of issues & way forward	<ul style="list-style-type: none"> working group established
2.	Continue development of East London Premises working group	ELN	£4,000	London Councils	<ul style="list-style-type: none"> Establish working group 	Successful implementation of strategy	<ul style="list-style-type: none"> Minutes of working group
3.	Continue to run w/shops for CVS on legal issues around premises	EPF	£4,000	CapacityBuilders	<ul style="list-style-type: none"> Workshops 	As Yr1	<ul style="list-style-type: none"> As Yr1
4.	Continue training course for local authorities	EPF	£4,000	CapacityBuilders	<ul style="list-style-type: none"> Workshops 	As Yr1	<ul style="list-style-type: none"> As Yr1
5.	Part time sub regional Property Adviser	EPF	£12,360	CapacityBuilders	<ul style="list-style-type: none"> Continue to develop service Further 20 EL orgs receiving 121 advice 	As Yr1	<ul style="list-style-type: none"> As Yr1
6.	Continue to develop website page on premises issues	ELN	£500	London Councils	<ul style="list-style-type: none"> Website updated on regular basis 	An informed sector	<ul style="list-style-type: none"> Info updated Page further dev'd
7.	Participate in LRC Premises sub-group	HAVCO	£1,000	HAVCO	Regular participation in LRC sub-group meetings	Improved info	Attendance at meetings
	Activity 2010/11		Cost	Funding	Milestones	Outcome	
1.	Continue to develop links with others working	ELN	£4,000	London Councils	Continue implement strategy	As Yr1	Minutes of meetings
2.	Continue to run w/shops for CVS & LA officers & members	EPF	£6000	CapacityBuilders	Workshops	As Yr1	<ul style="list-style-type: none"> As Yr1
3.	Part time sub regional Property Adviser	EPF	£12,730	CapacityBuilders	20 EL VCOs receiving 121 advice	As Yr1	<ul style="list-style-type: none"> As Yr1

4.	Continue to develop website page on premises issues	ELN	£500	London Councils	Website updated on regular basis	An informed sector	<ul style="list-style-type: none"> Info updated Page further dev'd
5.	Participate in LRC Premises sub-group	HAVCO	£1,000	HAVCO	Regular participation in LRC sub-group meetings	As above	Attendance at meetings
6.	Review & set priorities for next 3 years	ELN	£500	London Councils	Revised work-plan [jan 2011]	Shared understanding of direction of travel	Revised work-plan

2. Volunteering in East London

Aim: To create a cohesive, & strategic volunteer centre network, that is able to work collaboratively for the benefit of volunteers & volunteering in East London

	Activity 2008/09	Lead Agency	Cost	Funding	Milestones	Outcome	Indicators
1.	Develop an EL Volunteering Network	HVA	£4,000	<ul style="list-style-type: none"> LC Big Lottery Volunteering England 	<ul style="list-style-type: none"> Meetings held quarterly Joint project developed 	A coordinated approach to volunteering in east London	<ul style="list-style-type: none"> Minutes of meetings Development of joint projects
2.	Collate and publish a list of resources that can be used across the Network	VCN	£2,500	<ul style="list-style-type: none"> London Councils VE 	<ul style="list-style-type: none"> 4 shared resources collated 	Reduction in duplication of resources across the Network	Resources list published on ELN website & distributed to CVS & VCs across East London
3.	Improve links between volunteer centres, CVS and sports clubs	Pro-Active East London	£46,500	Sports England	<ul style="list-style-type: none"> funding applications submitted appoint Coord 	Improved links btwn VCs, sports clubs & CVS	<ul style="list-style-type: none"> Funding secured Officer in post Building Capacity Conferences
4.	Participate in LRC volunteering sub group	VC Bexley	£1,000	VC Bexley	Regular participation at meetings	Knowledge shared with sub region	Minutes of meetings
5.	Collate borough volunteering strategies and identify gaps	VCN	£1,000	<ul style="list-style-type: none"> Big Lottery VE 	Gaps identified	Platform for writing the EL Vol Strategy	Strategies collated
	Activity 2009/2010	Lead Agency	Cost	Funding	Milestones	Outcome	Indicators

1.	Develop an East London Volunteering Strategy	ELN	£5,000	<ul style="list-style-type: none"> Big Lottery VE 	<ul style="list-style-type: none"> Commission strategy Strategy launched 	Shared understanding of issues & way forward	Strategy published
2.	Identify projects for year three from the EL Vol Strategy	VCN	£1,000	<ul style="list-style-type: none"> Big Lottery VE 	<ul style="list-style-type: none"> Project proposals 	Projects identified	Project(s) Proposal(s)
3.	Improve links between volunteer centres, CVS and sports clubs	Pro-Active East London	£47,872	Pro- Active East London	<ul style="list-style-type: none"> Links developed Evaluation of conference 	As Yr 1	<ul style="list-style-type: none"> Funding secured Officer in post Building Capacity Conference
4.	Participate in LRC volunteering sub group	VC Bexley	£1,000	VC Bexley	Project proposals	Projects identified	Project(s) Proposal(s)
	Activity 2010/11	Lead Agency	Cost	Funding	Milestones	Outcome	Indicators
1.	Participate in LRC volunteering sub group	VC Bexley	£1,000	BCVS	Regular participation at the LRC meetings	As Yr1	As Yr 1
2.	Implement projects identified form the EL Vol. Strategy	ELN	£30,000	TBC	Tbc	Tbc	tbc
3.	Improve links between volunteer centres, CVS and sports clubs	Pro-Active East London	£49,286	Pro- Active East London	<ul style="list-style-type: none"> Building Capacity Conference Evaluation 	Improved links between volunteer centres, sports clubs & CVS est.	<ul style="list-style-type: none"> Links established Protocols' developed

3. Olympics and Paralympics Games

Aim: To increase the capacity of CVS and other LIOs to maximise the benefits of the Olympics for the people who, work and live in East London

	Activity 2008/09	Lead Agency	Cost	Funding	Milestones	Outcome	Indicators
1.	Identification of 2012 volunteering- opportunities	GLV	£13,156	London Councils	Workers in post	Volunteering opportunities identified	Report of relevant opportunities
2.	Develop an Olympics Sports Volunteering Project	Pro Active East London	£46,500	Sport England	Funder identified	Project developed	Funding application submitted
3.	Develop a Host Borough	ELN	£35,000	London Councils	Partnership running	Greater synergy	<ul style="list-style-type: none"> Minutes of

	CVS Partnership			Capacity Builders	key stakeholders identified	across host boro's	meetings
4.	Develop & run an advice service for the third sector Olympic involvement	GLV	£20,202.02	LDA/LVSC	Service launched	Central point for the VCS enquires	<ul style="list-style-type: none"> Website developed Outreach event
5.	Participate in LRC Olympics sub group	ELN	£1100	London Councils	Regular participation at the LRC Olympics sub-group meetings	Improved understanding of issues & way forward	<ul style="list-style-type: none"> Coordinated projects
6.	Lobby for a sports specific PVP	Pro Active East London	N/A	Pro Active East London	Engaged in dialogue with the LDA	Programmes for sports volunteering	Engaged in dialogue with the LDA
	Activity 2009/10	Lead Agency	Cost	Funding	Milestones	Outcome	Indicators
1.	Build links with Olympic volunteering bodies	Pro Active East London	£47,872	Sport England	<ul style="list-style-type: none"> Links developed Evaluation of conference 	Promote East London Sub Region as a hub for sport & physical activity	<ul style="list-style-type: none"> Evaluation report
2.	Developing links and plug gaps between LA' Olympics post and the host borough	ELN	£40,750	LCs Capacity Builders	As Yr1	As Yr1	As Yr1
3.	Implement projects identified by the Host Boroughs Partnership [HBP]	ELN	N/A	London Councils	Two year plan of activity leading up to the Olympics dev'd	A co-ordinated delivery of cross borough activities	Completion of first project
4.	Wind down and begin to evaluate advice service	GLV	£1010.01	LDA/LVSC	Evaluation model developed	Demand for continuation/success of service assessed	Monitoring and evaluation information
5.	Participate in LRC Olympics sub group	ELN	£1200	N/A	As Yr1	As Yr1	As Yr1
	Activity 2009/10	Lead Agency	Cost	Funding	Milestones	Outcome	Indicators
1.	Deliver projects identified by the HBCVSP	TBC	£46,585	TBC	TBC	TBC	TBC
2.	Participate in LRC sub group	ELN	£1300	London Councils	As Yr1	As Yr1	As Yr1

4. HR and Legal Support

Aim: To increase the capacity of CVS and other LIOs to provide quality HR and Legal support to local VCOs

	Activity 2008/09	Lead Agency	Cost	Funding	Milestones	Outcome	Indicators
1.	HR & Legal support training programme to managers within the East London 3 rd Sector	Inter-change	£64,530	Charitable trusts	The development of appropriate HR support opportunities	Skills of 3 rd sector managers enhanced	<ul style="list-style-type: none"> ▪ No of courses delivered ▪ No of participants ▪ Feedback forms ▪ Evaluation
2.	Develop shared resources	ELN	£2,500	Charitable trusts London Councils	<ul style="list-style-type: none"> ▪ 4 HR documents available on website [jan 09] 	Development of shared resources	HR documents available on website
3.	Develop & deliver Mentoring Project for managers in 3 rd sector	RCVS	£171915	Funder to be identified	<ul style="list-style-type: none"> ▪ Recruit Coordinator and part-time administrator ▪ Recruit mentees, mentors and match , 	Increase of strategic and management skills of managers	<ul style="list-style-type: none"> ▪ No of workshops ▪ Number of mentees and mentors recruited in Redbridge and Newham
	Activity 2009/10	Lead Agency	Cost	Funding	Milestones	Outcome	Indicators
1.	HR & Legal support training programme to managers within the East London 3 rd Sector	Inter-change	£64,000	Charitable trusts	The development of appropriate HR support opportunities	As above	As above
2.	Develop & deliver Mentoring Project	RCVS	173845	Funder to be identified	<ul style="list-style-type: none"> ▪ Induction workshops delivered ▪ 15 mentees recruited, assessed and matched with skilled mentors 	Increase of strategic and management skills of managers	<ul style="list-style-type: none"> ▪ No of workshops ▪ Number of mentees and mentors recruited in Redbridge, Newham and Barking & Dagenham
	Activity 2010/11	Lead Agency	Cost	Funding	Milestones	Outcome	Indicators
1.	HR & Legal support training programme to managers within	Inter-change	£64,000	Charitable trusts	<ul style="list-style-type: none"> ▪ The development of appropriate HR 	As above	<ul style="list-style-type: none"> ▪ As above ▪ Evaluation report

	the East London 3 rd Sector				<ul style="list-style-type: none"> support opportunities ▪ Evaluation of service 		
3.	Develop & deliver Mentoring Project	RCVS	£180323	Funder to be identified	<ul style="list-style-type: none"> ▪ Induction workshops delivered ▪ 20 mentees recruited, assessed and matched with skilled mentors 	Increase of strategic and management skills of managers	Number of mentees and mentors recruited in Redbridge, Newham and Havering

5. Encouraging Diversity within the Sector

Aim: To increase the capacity of equalities organisations to contribute to the development of policy and initiatives in East London

	Activity 2008/09	Lead Agency	Cost	Funding	Milestones	Outcome	Indicators
1.	Develop East London Strategic BME Network	BNRRN	£34,000	London Councils Big Lottery	<ul style="list-style-type: none"> ▪ Establish pan London BME Policy Network [march 09] ▪ Establish East London BME e-Network [oct 08] 	BME organisations better able to contribute to the development of policy & initiatives in East London	<ul style="list-style-type: none"> ▪ Qly meetings ▪ Contribution to 1 policy area ▪ No. of EL members active in Network ▪ No. of emails circulated to the e-Network
2.	Participate in LRC equalities sub-group	tbc	£1,000	tbc	Regular participation at the LRC Olympics sub-group meetings	Shared understanding of issues	tbc
	Activity 2009/10		Cost	Funding	Milestones	Outcome	
1.	Continued development of BME Network	BNRRN	£36,000	London Councils Big Lottery	<ul style="list-style-type: none"> ▪ Expand membership of pan-London Network ▪ Increase the capacity of smaller BME organisations in two EL boroughs to be involved in local policy: <ul style="list-style-type: none"> ▪ Establish intensive 1- 	As above	<ul style="list-style-type: none"> ▪ Qly meetings ▪ Contribution to 2 policy areas ▪ No. of members representing their communities at

					<ul style="list-style-type: none"> 2-1 mentoring <ul style="list-style-type: none"> ▪ Training session ▪ Expand the membership of the EL e-Network ▪ Networking event for EL Network members 		<ul style="list-style-type: none"> local level <ul style="list-style-type: none"> ▪ No. of EL members active ▪ No. of emails circulated to the e-Network ▪ Successful event
2.	Participate in LRC equalities sub-group	Tbc	£1,000	Tbc	Tbc	Tbc	tbc
	Activity 2010/11		Cost	Funding	Milestones	Outcome	
1.	Continued development of BME Network	BNRRN	£38,000	London Councils Big Lottery	<ul style="list-style-type: none"> ▪ Consolidate membership of pan-London Network ▪ Increase the capacity of smaller BME organisations in at least one EL borough to be involved in local policy: <ul style="list-style-type: none"> ▪ Establish intensive 1-2-1 mentoring ▪ Training session ▪ Consolidate the membership of the EL e-Network ▪ Networking event for EL Network members ▪ Evaluation of project ▪ Review activity for next 3 yrs 	As Yr1	<ul style="list-style-type: none"> ▪ Qly meetings ▪ Contribution to 2 policy areas ▪ No. of members representing their communities at local level ▪ No. of EL members active ▪ No. of emails circulated to the e-Network ▪ Successful event ▪ Evaluation report

6. Support to VCOs to achieve sustainability

Aim: To increase the capacity of CVS & other LIO's to support local VCOs achieve sustainability

Activity 2008/09	Lead Agency	Cost	Funding	Milestones	Outcome	Indicators
------------------	-------------	------	---------	------------	---------	------------

1.	Develop & deliver Sustainability Project	HCVS	£5993	NCVO CVS Contributions	<ul style="list-style-type: none"> CVS reps recruited T4T course delivered to CVS development / funding officers 	Skills of CVS / LIO staff increased	<ul style="list-style-type: none"> Feedback forms Evaluation report
2.	Partnership project with Supply London	ELN	£2250	London Councils	<ul style="list-style-type: none"> Recruit participants from each borough Deliver T4T course to development workers Pilot project in host boroughs 	Skills of FLOs increased	<ul style="list-style-type: none"> Feedback forms Evaluation report
3.	Partnership project with London Councils & NHS London	ELN	£1,000	London councils	<ul style="list-style-type: none"> Develop accredited course for 3rd sector Secure funding for EL Publicise course & recruit EL participants Develop local Action Groups 	CVS commissioning & procurement leads better able to engage with C&P agenda at local level	<ul style="list-style-type: none"> Course commissioned EL participants recruited Course delivered Feedback forms
4.	Develop East London Training Providers Consortium	ELN / RCVS	£1100,000	Capacitybuilders + London Councils + Futurebuilders	<ul style="list-style-type: none"> Map capacity of potential providers [april 08] SWOT 1 Business Case written [May 08] Consortium Development Manager + admin worker appointed [june 08] Develop membership base [on-going] Protocols agreed Governance agreed & management group established Legal structure agreed 	The development of a consortium based on a contract management model which is able to successfully tender for contracts which are then sub-contracted to 3 rd sector providers, thereby ensuring the sustainability of those organisations.	<ul style="list-style-type: none"> EOI forms completed SWOT analysis Staff in post Protocols Business Plan

					▪ BP signed off		
5.	Participate in LRC Income Generation sub-group	B&DCVS	£1,000	B&DCVS	Regular participation at the LRC Income Generation sub-group meetings	Ensuring that EL VCOs benefit from any proposed projects	<ul style="list-style-type: none"> ▪ Minutes of meeting ▪ Projects developed
6.	Develop links with the social enterprise agencies	ELN	£1,000	London Councils	▪ Social Enterprise web page developed	Support available for CVS & LIOs around social enterprise	Web page
7.	Distribution of ELN toolkit	ELN	£100	ELN	▪ Publicity out to all CVS in England	Trustees of 3 rd sector organisations have access to resource	▪ 100 copies sold
8.	Research project to evaluate impact of Procurement on sector	HCVS	£160,000	Big Lottery	<ul style="list-style-type: none"> ▪ Funding application submitted ▪ Commission research ▪ Work with CVS to collect info ▪ Undertake research 	Qualitative & quantitative data on the economic value & contribution of 3 rd sector in EL	<ul style="list-style-type: none"> ▪ Funding secured ▪ Tender spec ▪ Survey drafted & distributed ▪ Case studies
	Activity 2009/10	Lead Agency	Cost	Funding	Milestones	Outcome	Indicators
1.	Continue to deliver and the evaluate Sustainability Project	HCVS	£2996.5	NCVO CVS contributions	<ul style="list-style-type: none"> ▪ T4T course delivered to CVS development / funding officers ▪ Evaluation Report 	Skills of CVS / LIO staff increased Evidence of growth and of direction of travel	Evaluation and feedback forms Evaluation Report
2.	Continue work with Supply London	ELN	£2250	London Councils	▪ Deliver project in 3 new boroughs	As Yr1	As Yr1
3.	Partnership project with London Councils	ELN	£1,000	London Councils	▪ Secure funding for EL participation	As Yr1	As Yr1
4.	Continue to develop East London Training Providers Consortium	RCVS		Capacitybuilders + Futurebuilders +	<ul style="list-style-type: none"> ▪ SWOT 2 ▪ Assess providers ▪ Pilot delivery ▪ Shadow delivery 	As above	<ul style="list-style-type: none"> ▪ SWOT analysis ▪ Report of pilot ▪ Minutes of contract

				Begin income generation	<ul style="list-style-type: none"> assessment Hold contract management meetings Ensure key performance management in place Quality & performance review Draft investment proposals Legal incorporation 		<ul style="list-style-type: none"> management meetings Evidence of KPM Quality & performance report Investment proposals
5.	Participate in LRC sub-group	B&DCVS	£1,000	As above	As Yr 1	As Yr1	As Yr1
6.	Research project to evaluate impact of Procurement on sector	HCVS	£60,000	Big Lottery	<ul style="list-style-type: none"> Complete case studies Analysis of information Report written 	As Yr 1	<ul style="list-style-type: none"> Report launched
	Activity 2010/11	Lead Agency	Cost	Funding	Milestones	Outcome	Indicators
1.	Partnership project with Supply London	ELN	£2250	London Councils	<ul style="list-style-type: none"> Deliver project in 3 new boroughs 	As Yr 1	As Yr 1
2.	Partnership project with London Councils	ELN	£1000	London Councils	<ul style="list-style-type: none"> Ensure secure funding for EL 	As Yr1	As Yr1
3.	Participate in LRC sub-group	B&DCVS	£1,000	B&DCVS	As Yr 1	As Yr1	As Yr 1
4.	Support the development of a Training Providers Consortium	RCVS		Income generation + Capacitybuilders + Futurebuilders	<ul style="list-style-type: none"> Establish new org and board Staffing and infrastructure coalesced within new organisation Target sustainability Add new orgs to the Consortium Identify new business opportunities and 	The continued development of a consortium based on a contract management model which is able to successfully tender for contracts which are then sub-contracted to 3 rd	<ul style="list-style-type: none"> New board & organisation established Membership list expanded New business opportunities identified

					funding streams	sector providers, thereby ensuring the sustainability of those organisations.	
5.	Review and set priorities for 2012/13	ELN	£500	<ul style="list-style-type: none"> ▪ London Councils ▪ CapacityBuilders 	<ul style="list-style-type: none"> ▪ Revised work plan 	<ul style="list-style-type: none"> ▪ Revised work plan 	<ul style="list-style-type: none"> ▪ Work plan

7. ICT

Aim: To increase the capacity of CVS and other LIOs to provide appropriate ICT support to FLOs in East London

Activity 2008/09	Lead Agency	Cost	Funding	Milestones	Outcome	Indicators
1. Recruit ICT worker for Newham, City, Tower Hamlets and Hackney mini hub	HVA	£72,000	City Bridge Trust	<ul style="list-style-type: none"> ▪ Successful recruitment ▪ 3 year outcomes work-plan agreed by Partnership ▪ YR 1 targets met 	ICT support provided in mini-hub #1	<ul style="list-style-type: none"> ▪ ICT worker in post ▪ Work-plan ▪ Report to Partnership
2. Develop models of sustainability for ICT support	HVA	£37,000	City Bridge Trust	Proposal submitted to ChangeUp EL Partnership	Agreement re: way forward	<ul style="list-style-type: none"> ▪ Proposal agreed by ChangeUp EL Partnership ▪ Membership pilot scheme [end 2008]
3. Fundraise for circuit riders the two remaining mini hubs	HVA	N/A	City Bridge Trust	Funding applications submitted	ICT support across EL	<ul style="list-style-type: none"> ▪ Funding applications submitted
Activity 2009/10	Lead Agency	Cost	Funding	Milestones	Outcome	Indicators
1. ICT workers recruited for mini-hubs #2 and #3	Bexley CVS and Barking and Dagenham CVS	£110,000	London Councils/ City Bridge Trust	<ul style="list-style-type: none"> ▪ Successful recruitment ▪ 3 year outcomes work-plan agreed by Partnership ▪ Yr 2 targets met for mini-hub #1 	ICT support provided in all 3 mini-hubs	<ul style="list-style-type: none"> ▪ ICT worker in post ▪ Work-plan ▪ Report to Partnership

2.	Establish an information sign-posting service to publicise existing ICT resources	HVA	N/A	City Bridge Trust	Develop ICT webpage on ELN website & ensure that CVS websites have links	Easy access to updated online advice and support	<ul style="list-style-type: none"> Web pages updated regularly
3.	Begin evaluation of ICT projects	HVA	£10,000	City Bridge Trust	Proposal submitted to ChangeUp EL Partnership [Nov 09]	clear understanding of what is / is not working well	<ul style="list-style-type: none"> Proposal agreed by ChangeUp EL Partnership
	Activity 2010/11	Lead Agency	Cost	Funding	Milestones	Outcome	Indicators
1.	Continuation of ICT project	HVA	£185,000	N/A	<ul style="list-style-type: none"> ICT workers in post X groups undertaken ICT health-check ICT Networks provide essential support for VCS staff and vols responsible for ICT. 	ICT support provided in all 3 mini-hubs Increased understanding of ICT to 100 staff/groups	<ul style="list-style-type: none"> Feedback and evaluation training forms ICT fact sheets
2.	Publicise existing ICT resources at national, regional, sub-regional and borough level	Mini Hub leads	N/A	N/A	Continue to develop ICT webpage on ELN website & ensure CVS websites have links	Central web resource for sub region	<ul style="list-style-type: none"> Website regularly updated
3.	Fundraise for circuit riders the continuation of support	HVA	Tbc	tbc	Funding applications submitted	ICT support across EL	<ul style="list-style-type: none"> Funding applications submitted
4.	Undertake evaluation of ICT project	Mini hub leads	TBC	TBC	TBC	TBC	<ul style="list-style-type: none"> Final report Continuation Strategy implemented

8. Community Accountancy

Aim: To increase the capacity of CVS and other LIOs to deliver quality financial management support services to front-line VCOs

	Activity 2008/09	Lead Agency	Cost	Funding	Milestones	Outcome	Indicators
1.	Continued improvement of financial management [f/m]	ACE/ASSET/Hackney	178,790	London Councils	<ul style="list-style-type: none"> 6 f/m courses per borough 	Improved quality and	Performance Indicator information maintained

	support services provided through CVSs and other LIOs	CAP			<ul style="list-style-type: none"> 50 groups supported per borough through training, one to one & telephone support Provision of info relating to financial management Further development of year-end accounts services 	quantity of community accountancy services delivered	and feedback forms from clients
2.	Piloting of accredited f/m training courses to improve quality of f/m training provided through CVSs & other LIOs	ACE		London Councils	5 ASET accredited f/m training courses piloted in Havering and Redbridge	Improved quality of f/m training	Performance Indicator information maintained and feedback forms from clients
3.	Working towards / adopting Quality Assurance System [QAS] developed by Community Accountancy National Network (CANn)	ACE/ASSET/Hackney CAP	tbc	London Councils	CVSs and other LIOs delivering f/m support services being able to demonstrate they have a relevant QAS	Improved quality of f/m support services delivered	Assessment of f/m support services of CVSs and other LIOs against QAS criteria
	Activity 2009/10	Lead Agency	Cost	Funding	Milestones	Outcome	Indicators
1.	Continued improvement of financial management support services provided through CVSs and other LIOs	ACE/ASSET/Hackney CAP	178,790	London Councils	<ul style="list-style-type: none"> 7 f/m courses per borough 60 groups supported per borough through training, one2one & telephone support Provision of info Further dev. of year end accounts service 	Improved quality and quantity of community accountancy services delivered	Performance Indicator information maintained and feedback forms from clients
2.	Accredited courses to improve quality of financial management training provided through CVSs and other LIOs	ACE		London Councils	Accredited financial management training course across other East London boroughs	Improved quality of f/m training	Performance Indicator information maintained and feedback forms from clients
3.	Piloting of further accredited	ACE		London	5 further ASET	Improved	Performance Indicator

Activity 2010/11	Lead Agency	Cost	Funding	Milestones	Outcome	Indicators
1. Continued improvement of financial management support services provided through CVSs and other LIOs	ACE/ASSET/Hackney CAP	178,790	London Councils	<ul style="list-style-type: none"> 8 f/m training courses per borough 70 groups supported per borough through training, one2one & telephone support Provision of info Further dev.of year end accounts services 	Improved quality and quantity of community accountancy services	Performance Indicator information maintained and feedback forms from clients
2. Further rolling out of accredited f/m training courses to improve quality of financial management training provided through CVSs and other LIOs	ACE		London Councils	<ul style="list-style-type: none"> Accredited financial management training courses across other East London boroughs 	Improved quality of f/m training delivered	Performance Indicator information maintained and feedback forms from clients

9. Community Development

Aim: To ensure a co-ordinated approach to Community Development in the London Thames Gateway

Activity 2008/09	Lead Agency	Cost	Funding	Milestones	Outcome	Indicators
1. Work with partner agencies to implement recommendations of ChangeUp report	Scarman Trust	n/a	Capacitybuilders	<ul style="list-style-type: none"> Pan-London conference Feasibility study on accreditation centre 	A shared understanding of CD	<ul style="list-style-type: none"> Conference report Feasibility study
2. Develop East London CD working group	ELN	£4,000	London Councils	<ul style="list-style-type: none"> EL cd leaflet EL cd learning leaflet 	A shared understanding of CD	<ul style="list-style-type: none"> EL cd leaflet EL cd learning leaflet
Activity 2009/10	Lead Agency	Cost	Funding	Milestones	Outcome	Indicators

1.	Develop Community Develop Strategy	tbc	tbc	Ttbc	▪ EL community development strategy	A shared understanding of CD	▪ EL community development strategy
2.	Develop Community Development Learning Strategy	tbc	tbc	tbc	▪ EL community development learning strategy	A shared understanding	EL community development learning strategy
	Activity 2010/11	Lead Agency	Cost	Funding	Milestones	Outcome	Indicators
1.	Implement Community development strategy	TBC	TBC	TBC	TBC	TBC	TBC
2.	Implement community development learning strategy	TBC	TBC	TBC	TBC	TBC	TBC

10. Development of the ChangeUp East London Partnership

Aim: The development of an informed, cohesive and effective Partnership, that is able to inform and participate in the decision making process for infrastructure development in East London

	Activity 2008/09	Lead Agency	Cost	Funding	Milestones	Outcome	Indicators
1.	Produce an Induction Pack for new Partnership members	ELN	£1000	CapacityBuilders	Induction Pack developed	A formalised process of ensuring new members are informed of the activities, achievements & background of ELP	Induction Pack developed
2.	Improve links with public sector agencies & esp the NELondon Partnership.	ELN	£1920	CapacityBuilders	At least one new public sector member on ELP	Increased representation of public sector and increased partnership working	New public sector member on Partnership
3.	Develop indicators & evidence to use to measure performance & development.	ELN	££630	CapacityBuilders	A set of performance Indicators agreed	Ability to measure Partnerships performance against a set of indicators	Performance and development measured ending year 2
4.	Produce a quarterly summary update to	ELN	£1,200	CapacityBuilders	First summary disseminated	Improved communication with	First summary disseminated

	relevant stakeholder of the Partnerships activities					stakeholders more aware of ELPs activities	
5.	Keep ELN website up to date with information affecting the sector	ELN	£2,220	CapacityBuilders	Website updated on weekly basis	Increased awareness & knowledge of issues affecting the sector	Updated website
6.	Produce regular e-newsletter	ELN	£1,000	London Councils	E-Newsletter produced	Sector kept informed	E-Newsletter produced
7.	Research & information dissemination	ELN	£1,000	London Councils	<ul style="list-style-type: none"> ▪ Regular info bulletins ▪ Collation of existing info ▪ Gaps analysis 	Sector better informed about external environment	information bulletins disseminated
8.	Develop Partnership protocols around hosting staff & branding	ELN	£1,000	CapacityBuilders	Protocols agreed	Consistent project branding & increased professionalism	Draft protocols for consultation
	Activity 2009/10	Lead Agency	Cost	Funding	Milestones	Outcome	Indicators
1.	Produce regular e - newsletter	ELN	£1,000	Capacitybuilders	Newsletter produced	Sector kept informed	E-Newsletter produced
2.	ELN website up to date	ELN	£3,000	Capacitybuilders	Website updated on weekly basis	As above	Updated website
3.	Research & information dissemination	ELN	£1,000	London Councils	As yr 1	As yr 1	Report distributed
	Activity 2010/11	Lead Agency	Cost	Funding	Milestones	Outcome	Indicators
1.	Produce regular e-newsletter	ELN	£1,000	London Councils	Newsletter	As Yr 1	E-Newsletter
2.	Keep ELN website up to date with information affecting the sector	ELN	£3,000	London Councils	Website updated on weekly basis	As Yr1	Updated website
3.	Undertake a critical evaluation of 'What difference has ChangeUp	ELN	£10,000	Capacitybuilders	<ul style="list-style-type: none"> ▪ Scope evaluation ▪ Commission 	A shared understanding of impact of ChangeUp and what needs to	Final report

made to the VCS in EL

▪ Publish

happen next.

11. Development of the East London CVS Network

Aim: The development of an informed, cohesive and effective Partnership, that is able to inform and direct the development and work of the East London CVS Network

	Activity 2008/09	Lead Agency	Cost	Funding	Milestones	Outcome	Indicators
1.	Facilitate the development of the EL CVS Network	ELN	£150,000	London Councils	Develop TOR for Chair	Clarity re: roles and responsibilities	<ul style="list-style-type: none"> ▪ ToR agreed by directors
2.	Provide a platform for sharing information, good practice & supporting the partnership				3 rd Sector Research Regular e-bulletins Website development	Sector better informed	<ul style="list-style-type: none"> ▪ ELN research report ▪ No of web hits
3.	Promote the East London VCS to funders & other key agencies				Summary of EL ChangeUp investment requirements	Greater awareness of needs of VCS in East London	<ul style="list-style-type: none"> ▪ Change Up BP
4.	Support the development of sub-regional infrastructure initiatives				Develop EL Training Providers Consortium	Sub-regional initiatives dev'd	consortium developed
5.	Have strategic influence in the dev of policy & services that affect the VCS & local communities				Participation in TGLP 3 rd Sector Steering Group	VCS in EL represented effectively	Action Plan developed
6.	Implement the East London Strategic Business Plan				Work-plan developed Working groups est.	More effective Network	<ul style="list-style-type: none"> ▪ ELN work plan ▪ ELNworkreports
7.	To ensure excellent communication in the sector				Website updated Newsletter Info to CVS	Improved relations between LIOs in East London	<ul style="list-style-type: none"> ▪ Hits on website ▪ No of newsletters
8.	Working with the other sub-regional staff to ensure synergy between activities across London	ELN	500	London Councils	4 meetings of sub-regional co-ordinators 1 away day	Increased collaboration	Minutes

9.	Organise a conference for CVS staff	ELN	TBC	TBC	<ul style="list-style-type: none"> ▪ Scope conference ▪ Organise, publicise & deliver conference 	Increased understanding of wider operating context	▪ Feedback
	Activity 2009/10	Lead Agency	Cost	Funding	Milestones	Outcome	Indicators
1.	As above	ELN	£150,000	LC			
	Activity 20010/11	Lead Agency	Cost	Funding	Milestones	Outcome	Indicators
1.	As above	ELN	£150,000	LC			

Research

Our approach is to work with all appropriate services or projects providing services to the 3rd sector in East London. We have already provided details of research we are aware of on p5-6.

1. Premises: we continue to identify other agencies who are working on these issues in order to develop a co-ordinated approach.
2. Volunteering: The ChangeUp EL Partnership is working with the East London Volunteer Centres Network who in turn liaise with other agencies around volunteering issues.
3. 2012: there are a number of organisations working around the various themes. Where appropriate ELN is working in partnership with them. ELN is an active partner of the Big Opportunity steering group.
4. HR & Legal Support: ELN is working with a number of existing providers to develop support.
5. Diversity: we are working with equalities organisations to address gaps in East London.
6. Sustainability: ELN is forming partnerships and working closely with other agencies including NCVO, SEL, London Councils, Supply London, and the LSC.
7. ICT: We continue to work closely with LASA, attend LRC ICT sub-group meetings and to develop links with providers of ICT support [directory on ELN website].
8. Community Accountancy: ACE is leading on this & is in dialogue with other providers.
9. Community Development: there is no single agency working on this issue in London. We are therefore working with other organisations who have an interest in this work.
10. ChangeUp Partnership: Membership is open to representatives from local ChangeUp consortia, any 3rd sector organisations providing services in two or more East London boroughs, and representatives from public sector agencies.
11. East London CVS Network: Membership is open to the CVS directors in the 9 East London boroughs + City.

Key Targets

- The key targets that we plan to achieve over the next three years can be found in the tables on pages 4– 18 of this Business Plan
- More detailed project plans can be obtained from ELN on request

Risk Assessment

	Area of Work	Risk	Probability	Existing controls and action required to mitigate the risk
1.	Premises	<ul style="list-style-type: none"> ▪ Project unable to meet demand 	Medium	<ul style="list-style-type: none"> ▪ Ensure clear guidance to accessing training & Property Advisor
2.	Volunteering	<ul style="list-style-type: none"> ▪ Unable to secure funding to undertake work programme 	Medium	<ul style="list-style-type: none"> ▪ Work with Network members to re-prioritise work programme
3.	Olympics	<ul style="list-style-type: none"> ▪ Lack of resources to fully enthuse & 	Medium/High	<ul style="list-style-type: none"> ▪ Identify sub regional priorities to engage in

		engage sector and participate in 2012 programmes of activity		<ul style="list-style-type: none"> Limit sector involvement to key priorities
4.	HR & Legal Support	<ul style="list-style-type: none"> Lack of take-up 	Low	<ul style="list-style-type: none"> Ensure good, co-ordinated publicity using all networks & partner agencies
5.	Diversity	<ul style="list-style-type: none"> BME infrastructure organisations do not have the capacity to engage 	Low	<ul style="list-style-type: none"> Working in partnership to ensure support available
6.	Sustainability	<ul style="list-style-type: none"> Lack of take up of programme by CVS LC fail to recruit consultants to deliver programme Supply London fail to get funded to continue this work in coming years Unable to secure funding for development of Training Providers Network 	Low Medium Low/ Medium Medium	<ul style="list-style-type: none"> Already working with CVS to identify key staff to participate & deliver projects Already looking at other sources of support to CVS directors Already looking at other sources of support for front-line organisations Already working to ensure excellent & realistic Project Planning in place
7.	ICT	<ul style="list-style-type: none"> Inability to secure funds for mini-hub2 & 3 Inability to recruit ICT staff Inability to ensure long-term sustainability of the project 	Medium Medium Medium	<ul style="list-style-type: none"> Ensure that a directory of ICT providers is kept up-to-date Work with LASA to consider how to address As above As above
8.	Financial Management	<ul style="list-style-type: none"> Low take-up of services offered 	Low	<ul style="list-style-type: none"> ACE, ASET & CAP Hackney are working in close partnership with the CVS in EL borough to ensure that groups are aware both of their financial responsibilities and of the services available to them.
9.	Community Development	<ul style="list-style-type: none"> Staff changes within ELN, FCDL or CDX Lack of capacity to lead on sub-regional CD activity 	Low Medium	<ul style="list-style-type: none"> Ensure proposed activities are clearly communicated in writing. Begin work with partner agencies early in process to build capacity
10.	ChangeUp East London Partnership	<ul style="list-style-type: none"> Staff changes within ELN Lack of engagement from all or specific sectors 	Medium Low	<ul style="list-style-type: none"> Looking to recruit part-time ChangeUp officer Work with partners from all sectors to ensure engagement Ensure that Partnership is addressing relevant concerns
11.	East London CVS Network	<ul style="list-style-type: none"> Staff leave 	Medium	<ul style="list-style-type: none"> Ensuring knowledge communicated with partner organisations

APPENDICES

Appendix A

East London ChangeUp Partnership - Terms of Reference

Introduction

A government initiative, ChangeUp is designed to improve voluntary and community sector infrastructure so that by 2014 frontline voluntary and community organisations will have the support they need to achieve their potential. In response to the government's initiative, the East London ChangeUp Partnership (The Partnership) was established in January 2005 and is facilitated by the East London CVS Network.

The Partnership covers a large area which includes south London boroughs, Bexley, Greenwich and Lewisham and north of the river, Barking & Dagenham, Hackney, Havering, Newham, Redbridge, Tower Hamlets, and City.

The East London¹ ChangeUp Partnership recognises that over the coming years East London will undergo significant regeneration with investment in infrastructure, housing and job creation, inevitably leading to an expansion of the voluntary and community sector (VSC) that will permanently alter the political, environmental geographical and social landscape of East London.

The Partnership through ChangeUp is committed to:

- A co-ordinated approach to the development of infrastructure and an independent, vibrant and sustainable VCS in East London
- Developing a skilled workforce that is resourced and enabled to deliver efficient, high quality services
- Collaborative working across all areas of work, ensuring synergy and clarity between local ChangeUp Plans and the East London ChangeUp Plan
- Reflecting the diversity and difference within and across the sector
- Sharing good practice
- Developing equality of service

The Partnership will:

- Identify current infrastructure issues in the sub-region incorporating such issues into the Strategic and Business Plans
- Subject to funding develop programmes and projects that will aid the development of VSC infrastructure and support the creation of an independent, vibrant and sustainable VCS in East London
- Commission work as required to support the development of the East London ChangeUp Plan
- Where appropriate, consult with private, public and VCS Sector stakeholders, and funders based in or supporting the VCS in East London on issues related to the implementation of the East London ChangeUp Plan
- Assess options and make recommendations that address issues pertaining to the implementation of the East London ChangeUp Plan.

Membership:

¹ East London in this context is co-terminus with the Learning and Skills Council London East boundaries, which include the boroughs of Barking & Dagenham, Bexley, City, Greenwich, Hackney, Havering, Lewisham, Newham, Redbridge and Tower Hamlets.

The Partnership will consist of representatives from the following organisations;

- Any third sector infrastructure organisation delivering services in two or more east London boroughs
- East London BME Network
- Each Local ChangeUp Consortia
- East London CVS Network
- East London Volunteer Centre Network
- Local Authorities
- London Councils
- Public Sector agencies working across East London

The Partnership will invite new members able to devote the time and attention required by the activities of the Partnership. In order to:

- Give specific and detailed knowledge that can only be contributed by additional member(s)
- Provide a balance of policy, planning and programme implementation knowledge and expertise in areas related to the objectives of the ChangeUp Business Plan
- Represent a diversity of organisations/sectors and perspectives

Partnership members are expected to represent the views and concerns of their local ChangeUp Consortia and/or constituent group

The Partnership can with draw membership if:

- The representative organisation does not attend 3 consecutive meetings without prior apologies
- A serious conflict of interest arises

Reporting Structure:

There is an expectation that Partnership members will act as a conduit between their local ChangeUp consortium and/or constituents

Where an agency is delivering a project on behalf of the Partnership the agency is expected to:

- Develop key performance indicators and outcomes before projects are rolled out
- Have a clear understanding of what evidence is to be collected as part of evaluation process
- Provide regular reports on projects at each Partnership meeting

Decision Making

Decisions are made on a majority vote. There is an expectation that Partnership members will consult with their respective ChangeUp consortia and/or constituents prior to meetings.

Secretariat Support:

The East London CVS Network will co-ordinate the activities and provide secretariat support to the East London ChangeUp Partnership.

Notes and updates on actions/ outcomes from the East London ChangeUp Partnership meetings will be posted on the ELN website.

Tenure:

Membership of the Partnership will be reviewed annually in October/November of each year.

An individual may withdraw from the Partnership at any time upon written notification to the East London CVS Network.

Frequency of Meetings

The Consortium will meet bi monthly. However the group will decide if fewer or additional meetings/events are necessary to support the implementation of the East London Sub Regional ChangeUp Business Plan.

Conflict of Interest:

Partnership members must refrain from any conflict of interest. In situations where a real or potential conflict of interest arises in the course of the work of the group, the individual involved must declare this conflict, and disqualify himself/herself from participation in any discussions on that subject matter.

Funding and expenses:

The group will have no specific funds at its disposal. Rather, it is an advisory body, which will inform the wider members of the voluntary & community sector on their decisions with regard to strategic investment of ChangeUp funds in the development of VCS infrastructure support in East London.

Election of Chair

The position of Chair will be reviewed annually by the Partnership to allow for equity and rotation. If the Partnership decides to elect a new chair, then the Chair will need to be nominated by two members of the Partnership and supported by majority vote.

**Agreed by the Partnership
January 2008**

Appendix B

Milestones and Targets Template

Please see information contained within the tables on pages 12-30.

Appendix C

Lead Organisations

Please see information contained within the tables on pages 12-30.

Appendix D

Monitoring Information

The ChangeUp East London Partnership meets bi-monthly. At the start of each project a detailed work-plan will be submitted to the partnership complete with Key Performance Indicators. This will allow members of the Partnership to monitor the progress of each project. Update reports will be circulated in advance of each Partnership meeting. Where appropriate evaluation of projects will be considered at the outset.

For information on how organisations will monitor the outputs and outcomes please see information for each project on pages 12-30.

Appendix E

Summary of Consortium Costs showing Aggregate Costs for Identified Projects

Total Cost of Proposals

Budget Heading	year 1	year 2	year 3	Total 2008-11		
Consortium - Direct Revenue costs						
Salaries, NI, & Pensions	13,320	13,730	14,150	41200		
Freelance fees						
Recruitment	3,000					
Training	500	500	500	1500		
Travel & other expenses	400	400	400	1200		
Evaluation			10,000	10000		
Marketing & publicity	2,200	2500	2,800	7,500		
Consortium Development	1000	1200	1400	3600		
Total Consortium direct revenue costs	20420	18330	29250	65000		
Consortium Overheads [Lead Body]						
staff [management, supervision, etc.]	1,773	1,773	1,773	5319		
accommodation [incl utilities]	2,220	2,600	2,700	7,520		
Total Consortium Overheads	3993	4373	4473	12839		
Project Running costs						
Consortium - Direct Revenue costs	24413	22703	33723	80839		
Salaries, NI, & Pensions	570,566	635,483	567,789	1,773,838		
Freelance fees	30,000		10,000	50,000		
Recruitment [1]						
Delivery of Training Courses	345,513	346,807	344,790	1,037,110		

Travel & other expenses [incl. training] [2]						
Attending LRC sub-groups	5000	5000	5000	15000		
Development of working groups	12000	12000	12000	36000		
Developing future projects	10,000	46,000	80,000	136,000		
Total Project Running Costs	997492	1067993	1063302	3128787		
Project Capital Costs						
Equipment purchase						
Construction / refurbishment						
Total Project Capital costs	0	0	0	0		
TOTAL COSTS	1021905	1090696	1097025	3206626		

Notes

- 1: included in salary costs
- 2: included in salary costs

More detailed information on costings available from ELN office on request

Appendix F

Estimated Staff Requirements [including the skills of main people involved in the projects]

	Area of Work	Staff Required	Skills Required
1.	Premises	1 part time worker	Knowledge of not-for-profit market and property issues
2.	Volunteering	1. 1 x part time worker (ELVCN Co-ordinator) 2. 1 x full time worker (Pro Active Partnership Manager)	Experience of strategic working, knowledge of volunteering Strategic working, partnership working, experience of voluntary sector, funding experience, sports network development
3.	Olympics	2.5 X workers (1 Host boroughs co-ordinator 1 x sports worker & .5 GLV worker) 1 x part time worker (Big Opportunity Direct)	Knowledge of sector, sports and partnership development Knowledge of sector, good communication, presentation and negotiation skills
4.	HR & Legal Support Mentoring Project	1 part time worker 1 x Programme Manager 1 x Administrator	Co-ordination and programme management Recruitment and selection, training, project development and management skills / Administration
5.	Diversity	2 full-time staff: ▪ Policy officer ▪ Community engagement officer	▪ Experience of develop policy & supporting organisations engage in policy development ▪ Experience of working with BME organisations
6.	Sustainability	Consultant [short-term] Consortium Development Manager [permanent f-t] Administrator [permanent f-t] 1/10 th Development Worker (NCVO Sustainability Project)	Knowledge of LSC skills framework Experience of contract management Experience of monitoring contracts Experience of capacity building organisations and of income generation Training, mentoring skills project development/management, recruitment & selection

Appendix G

Summary of a Fundraising Plan with important dates*

	Area of Work	Amount required £			Potential funder	Deadlines
		Year 1	Year 2	Year 3		
12.	Premises	55,120	30,860	26,230	<ul style="list-style-type: none"> ▪ London Councils ▪ CapacityBuilders 	<ul style="list-style-type: none"> ▪ Applications: end of Feb 08 ▪ Decisions: April 08 ▪ Delivery Start Dec 08
13.	Volunteering	55,000	54,872	80,286	<ul style="list-style-type: none"> ▪ Sport England ▪ Big Lottery Basis #2 	<ul style="list-style-type: none"> ▪ Sports England - Secured
14.	Olympics Volunteering Opportunities	13,156	N/A	N/A	London Councils	Funding secured till March 09
	Olympics - Sports Volunteering	46,500	47,872	N/A	Sport England	<ul style="list-style-type: none"> ▪ Funding Secured till March 2010
	Olympics - Host Boroughs CVS Partnership	35000	40,750	46,555	Capacity Builders	<ul style="list-style-type: none"> ▪ Various
	Olympics - Third Sector Olympic Involvement	20,200	10,100	N/A	LDA/LVSC	<ul style="list-style-type: none"> ▪ Funding secured till September 09
15.	HR & Legal Support: training	64,530	64,000	64,000	<ul style="list-style-type: none"> ▪ Charitable trusts 	Various Dates
	HR: mentoring project	171,915	173,845	180,323	To be Identified	To be Identified
16.	Diversity	34,000	36,000	38,000	<ul style="list-style-type: none"> ▪ London Councils ▪ Big Lottery 	Secured
17.	Sustainability:	£5,943	2746.5	N/A	NCVO CVS Contribution	As applicable
	Sustainability: Consortium development	110000	120,000	130000	Capacitybuilders Charitable Trusts Futurebuilders LSC Income Generation	On-going
18.	ICT	54,500	174,500	185,000	London Councils	<ul style="list-style-type: none"> ▪ Applications: end of Feb 08 ▪ Decisions: April 08 ▪ Delivery Start Dec 08

					Charitable Trusts	
19.	Financial Management	178,790	178,790	178,790	London Councils	Secured
20.	Community Development	6,000	5,000	4,800	London Councils	Secured
21.	ChangeUp East London Partnership	24,413	22,703	33,723	Capacitybuilders TBC	Part-secured
22.	East London CVS Network	150,000	150,000	150,000	London Councils	Secured

Appendix H

Summary of a Marketing Plan with important dates*

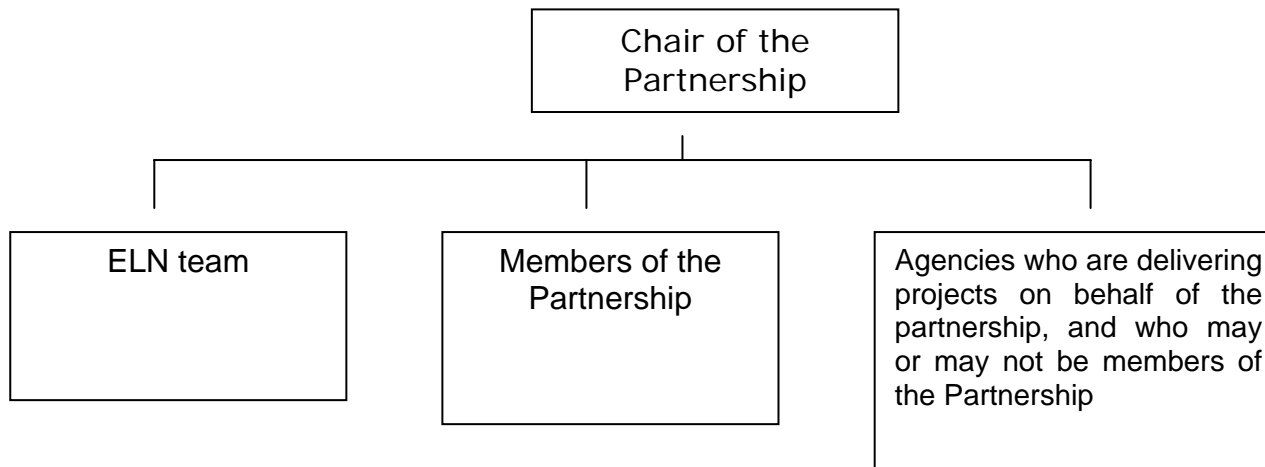
Please see copy of the East London ChangeUp Partnership Communication Strategy [below].

Appendix I

Consortium Structure

The East London CVS Network co-ordinates the activities and provides secretariat support to the East London ChangeUp Partnership.

The Partnership is currently chaired by Martin Howie, director of Voluntary Action Lewisham.



Appendix J

Track Record of delivering Similar Projects

	Area of Work	Organisation	Track Record
1.	Premises	Ethical Property Foundation	Ethical Property Foundation Established since: May 2003 - The Foundation provides a Property Advice Service to VCOs based in London and Bristol. To date provided one to one advice to 223 VCOs, secured free or discounted professional advice from, solicitors, surveyors, developers, relocation consultants, space planners for 74, 555 VCOs have received property information via our website and provided training on key property issues to 70 VCOs
2.	Volunteering	HVA	Hackney Voluntary Action Established since 1996 – Over 10 years of delivering volunteering projects, matching volunteers with opportunities, brokering placements with business and the VCS.
3.	Olympics	Pro Active East London	Pro Active East London: Established since 2006 Main Funder: Sport England - Director has prior experience of working on a pan-London. Partnership Managers have experience of working in and with Volunteer Centres/CVS on a local level to forge links between the LIOs and sports delivery organisations.
		GLV	Greater London Volunteering (GLV) - Established in 2000 is the regional umbrella organisation for volunteering in London and currently represents about 30 organisations around London.
4.	HR & Legal Support	Interchange	Interchange Training and Development. Established since: 1985 InterChange has worked with a number of VSC organisations to deliver cost effective training in HR & legal issues and are presently working with ELN delivering a number of HR projects across EL.
	HR	RCVS	Redbridge Council for Voluntary Service established 1990 is an infrastructure and capacity building organisation working with the VCS in Redbridge. RCVS is recognised and funded by the local authority and PCT and are the main delivers of infrastructure support to local groups. RCVS has extensive experience in developing and delivering training programmes to meet the needs of the sector.
5.	Diversity	BNRRN	The Black Neighbourhood Renewal and Regeneration Network est. since 2001 to create opportunities for BME communities and the BME voluntary sector to build their capacity for engagement & participation. Previously funded by CRE, London Councils and Defra to run similar projects. Successfully piloted this project in Croyden [funded by CRE]
6.	Sustainability	HCVS	Hackney Council for Voluntary Service Established since: 1996 , employs 20 staff and works in a number of areas which include; Capacity Building the VCS, working with refugee and migrant communities, administers a grant programme, and runs a youth programme called Youth Futures.
	Sustainability: training providers consortium	RCVS	Redbridge Council for Voluntary Service[RCVS] was established in 1990 and has an excellent track record of delivering infrastructure support to voluntary and community organisations in Redbridge. RCVS is recognised & funded by the Local Authority& the Primary Care Trust as the main provider of infrastructure support to local third sector groups. We have extensive experience in developing and delivering training programmes to meet the identified needs of community groups. We successfully

			<p>manage the Children’s Fund in Redbridge.</p> <p>We continue to deliver a very successful “LEAD in Redbridge” programme for the LSC (funded via NLDC and ESF co-financing) which has exceeded its targets each year. The “LEAD in Redbridge” project has supported local 3rd sector agencies that want to provide learning opportunities for people unlikely to access mainstream learning provision to achieve relevant quality marks, deliver accredited training and access mainstream funding. We believe that the development of an East London Training Providers Consortium will be a natural progression for this work across our sub-region.</p>
7.	ICT	HVA	<p>Hackney Voluntary Action Established since 1996 - HVA has a long track record on lobbying funders and voluntary and community sector organisations on recognizing the importance of ICT. HVA has been the lead organisation for ICT in East London since 2004, delivering the ICT Development Project on behalf of the ELP.</p>
8.	Financial Management	ACE	<p>ACE [Accounting for Community Enterprises] was established in 2003, to provide financial management support services to voluntary and community organisations for over four years. ACE is a member of CANAL (Community Accountancy Network Across London) and CANn (Community Accountancy National Network), & has done work for the Finance Hub on Community Accountancy infrastructure.</p>
9.	Community Development		
10.	ChangeUp East London Partnership	ELN	<p>The East London CVS Network (ELN) was est. in 2004 as an informal partnership of the 10 Councils for Voluntary Service in the boroughs of Redbridge, Havering, Tower Hamlets, Hackney, Newham, Lewisham, Barking and Dagenham, Greenwich, Bexley and the City of London. It exists to support and enhance the work of borough based CVS in East London so they can better engage with strategic agendas.</p> <p>Since May 2005 ELN has facilitated the ChangeUp East London Partnership, including writing the original Infrastructure and Investments Plans, managing projects on behalf of the Partnership and ensuring all monitoring reports were submitted as required.</p>
11.	East London CVS Network	ELN	<p>The East London CVS Network (ELN) was est. in 2004 as an informal partnership of the 10 Councils for Voluntary Service in the boroughs of Redbridge, Havering, Tower Hamlets, Hackney, Newham, Lewisham, Barking and Dagenham, Greenwich, Bexley and the City of London. It exists to support and enhance the work of borough based CVS in East London so they can better engage with strategic agendas.</p>

Appendix K

Summary of the Consortium Membership

Membership Category:	Organisations:	Represented by:
East London CVS Network	Voluntary Action Lewisham Barking & Dagenham CVS HAVCO	Martin Howie Carl Blackburn Kim Guest
Each Local ChangeUp Consortia	Havering Redbridge Hackney Tower Hamlets Newham Lewisham Greenwich Bexley	Stephanie Lane Marcia Samuels Niall Sweby Barry Stoyle Sarah Ruiz Brian Wagenbach Rupinder Dhaddy Gary Redding
Any third sector infrastructure organisation delivering services in two or more East London boroughs	REMFEL BTEG BNRRN	Rita Chadha Angela Spence Bolaji Bank-Anthony
East London BME Network	BME Community Care Forum	Sahdia Warraich
East London Volunteer Centre Network	Hackney Voluntary Action	Bisi Ojuri
Local Authorities	LB Lewisham LB Newham	Sandra Jones Miranda Meadowcroft
Public Sector Organisations working in East London	London Councils	Ian Redding
	Skills for Care North East London	Cheryl Gregory
	Thames Gateway London Partnership	Teresa Edmans

Appendix L

East London ChangeUp Partnership - Communications Strategy

Introduction

A government initiative, ChangeUp is designed to improve voluntary and community sector infrastructure so that by 2014 frontline voluntary and community organisations will have the support they need to achieve their potential. In response to the government's initiative, the East London ChangeUp Partnership (The Partnership) was established in January 2005 and is facilitated by the East London CVS Network.

The Partnership covers a large area which includes south London boroughs, Bexley, Greenwich and Lewisham and north of the river, Barking & Dagenham, Hackney, Havering, Newham, Redbridge, Tower Hamlets, and City.

The East London ChangeUp Partnership has a membership of the following:

- Any third sector infrastructure organisation delivering services in two or more east London boroughs
- East London BME Network
- Each Local ChangeUp Consortia
- East London CVS Network
- East London Volunteer Centre Network
- Local Authorities
- London Councils
- Public Sector agencies working across East London

Strategy Aims & Objectives

Effective communication is integral to the success The Partnership. Therefore this strategy aims to:

- state why effective two-way communication is important to the East London ChangeUp Partnership
- define how The Partnership intends to communicate with its audiences and stakeholders
- define the mediums of communication that will be used to communicate with its audiences and stakeholders
- detail frequency of communication

Who We Work With

The work undertaken by The Partnership is dynamic and constantly evolving. Therefore, the list of audiences and stakeholders detailed below is not exhaustive and, depending on the nature of the work, The Partnership may from time to time extend the remit of its communications.

Key audiences and stakeholders include:

National:

- CapacityBuilders
- Department of Communities and Local Government
- London Organising Committee of the Olympic Games
- National Association of Voluntary and Community Associations (NAVCA)
- Olympic Delivery Authority
- Office of the Third Sector
- The Consortium of LGBT Voluntary and Community Organisations
- Women's Resource Centre

Regional:

- Government Office for London
- Greater London Volunteering
- London Civic Forum
- London Councils
- London Development Agency
- London Regional Consortium
- London Voluntary Service Council
- NHS London
- Race on the Agenda (ROTA) including Minority Ethnic Network (MiNet)
- The Big Opportunity
- Other regional relevant Equalities and Diversity organisations

Sub-Regional:

- East London BME Network
- East London Volunteers Centre Network
- Learning Resource Centre Network North East London
- Skills for Care — North East London
- Sub Regional CVS Network Co-ordinators
- Thames Gateway London Partnership

Local:

- East London CVS Network members
- Local ChangeUp Consortia in East London
- Infrastructure Organisations

What we want to communicate

The Partnership will ensure that its audiences and relevant stakeholders are fully informed about the following:

- Activities of The Partnership
- How to participate in relevant consultation
- News from CapacityBuilders
- Relevant news from Partnership members

Communication Mediums

Meetings

Bi-monthly meetings of The Partnership will provide the main arena for:

Updating on projects and activities
 Sharing and disseminating Information
 Decision-making

Members representing the partnership at external meetings and events will provide regular reports to inform The Partnership of relevant issues.

Website

The East London CVS Network website contains information of sub-regional ChangeUp activity. This will be updated when significant changes are required.

Quarterly Updates

East London CVS Network will disseminate quarterly updates to The Partnership members on the progress of projects and activities. The Partnership members will provide reports to inform the production of the updates.

Emails

East London CVS Network will communicate relevant information via email.

Marketing and Promotional Activities

The Partnership recognises the importance of marketing and public relations. Therefore when appropriate the ELN Team on behalf of the Partnership will:

- Attend meetings and conferences
- Give presentations and talks
- Write and disseminate articles and press releases to trade and specialist publications, relevant websites, local and national press

Events

The Partnership will organise and host timely events that will further the cause of its activities and work. Events may include any of the following:

- Action Learning Sets
- Away days
- Breakfasts
- Briefings
- Conferences
- Training
- Seminars

Performance Management

Measuring the success of The Partnership's Communications Strategy is paramount to its development and continued success. Therefore The Partnership will evaluate the effectiveness of its Communications Strategy by:

- Carrying out timely and regular consultation with its audiences and stakeholders
- Ensuring mechanisms are in place for our audiences and stakeholders feedback
- Including the review of the Strategy within the Partnership annual review process

**Agreed by the Partnership
January 2008**