

BEXLEY CHANGEUP

INFRASTRUCTURE

BUSINESS PLAN

2008 – 2011

Produced by BVSC in conjunction with
the Bexley ChangeUp Steering Group

CONSORTIA DEVELOPMENT FUND

INFRASTRUCTURE BUSINESS PLAN 2008-11

[MAXIMUM OF 20 PAGES OF A4]



Contact details :

CONSORTIA NAME: Bexley ChangeUp Steering Group

AREA OF BENEFIT:	London Borough of Bexley
LEAD BODY:	Bexley Voluntary Service Council
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Summary of Consortium Infrastructure Business Plan 2008-11: (1 page max)

The Steering Group's vision for infrastructure provision by 2014 is that:

"the needs of local voluntary and community groups will be met by high quality support, available locally, or where appropriate regionally, accessible to all, truly reflecting and promoting diversity and which is sustainably funded."

The Consortium Aims are to :

- Promote collaboration in the development of infrastructure support in the borough of Bexley
- Support the development of the Bexley Infrastructure ChangeUp Plan and related plans and strategies
- Promote increased access to infrastructure support

Main outcomes:

- Increased awareness of Infrastructure Support in Bexley

By 2011

All local groups mapped by ChangeUp (currently 831) aware of local infrastructure services in the borough via mailings, websites and leaflets. Information to be accessible to those who need support with translation
 All local groups mapped aware of the Bexley Voluntary Forum and invited to join to enable them to network with other local groups
 All key partners aware of the infrastructure support available to local groups

- Training provided to meet the identified support needs of groups

By 2011

A programme of training courses held as identified by the ChangeUp consultation events and as listed in Annexe 1
 Increased knowledge of Health and Safety issues
 New courses held as identified each year

- Increased knowledge of commissioning processes and HR issues

By 2011

HR support developed with the East London ChangeUp
 Training on HR issues available to all groups
 Targeted support on resolving disputes available
 HR knowledge of infrastructure staff increased
 A common understanding of commissioning issues such as full cost recovery and outcomes developed with Bexley Council
 Front line groups trained on issues such as full cost recovery and developing outcomes to enable them to submit proposals under Bexley Council's new Commissioning Strategy for the Voluntary Sector
 Improved support to groups with commissioning processes available through specialist training and the enhanced skills of infrastructure staff
 Greater knowledge of external funders and other forms of funding amongst groups to develop sustainable funding strategies including

knowledge of social enterprise models and LAA processes

- Accountancy Support provided and financial skills increased

By 2011

Group's financial skills developed through support provided by BVSC's Accountancy Project. Minimum 60 Groups receiving training and support each year

- Groups able to access front-line training for their staff and volunteers

By 2011

All local groups able to access trainers and courses for their front line staff and volunteers through the provision of twice yearly lists of courses and trainers

Greater awareness of equality issues amongst service providers including those relating to mental health

- Factsheets developed on topics of interest to the voluntary sector and current factsheets kept up to date

By 2011

All groups able to access information on providers of CRB checks, independent examinations, audits and payroll support.

All groups able to access statistical data on Bexley to support their funding bids

All groups aware of key contacts in Bexley to develop partnership working

- Groups provided with IT support

By 2011

All groups to have access to high quality IT support to plan, implement and deliver their IT strategies

- Groups able to network with one another

By 2011

All groups to have access networking opportunities with other groups through membership of Bexley's Voluntary Forum

- New trustees recruited particularly younger trustees and trustees from ethnic minorities

By 2011

The Volunteer Centre to have a greater understanding of group's trustee recruitment needs

An increase in the number of younger and BME trustees recruited through a specialist recruitment campaign.

- Increased access to volunteering through a Volunteering Drop-In and Outreach Service

By 2011

Potential volunteers receiving greater access to volunteering through the provision of Outreach Clinics. Approximately 200 outreach sessions held

A Drop-In service available to enable volunteers to make more informed choices of volunteering roles including greater access to the Do-it website. Approximately 700 volunteers benefiting from this service.

An increase in the number of potential volunteers becoming active volunteers as a result of improved access

Local groups more able to meet their volunteering requirements

What are the aims and objectives of the Consortium?

The Steering Group's vision for infrastructure provision by 2014 is that:

“the needs of local voluntary and community groups will be met by high quality support, available locally, or where appropriate regionally, accessible to all, truly reflecting and promoting diversity and which is sustainably funded.”

The Consortium Aims are to :

- Promote collaboration in the development of infrastructure support in the borough of Bexley
- Support the development of the Bexley Infrastructure ChangeUp Plan and related plans and strategies
- Promote increased access to infrastructure support

The Consortiums key objectives are to:

- increase awareness of Infrastructure Support in Bexley
- improve the co-ordination of infrastructure services by ensuring gaps are met, sharing knowledge and avoiding duplication

- ensure high quality infrastructure support is available to all local groups by delivering the services and support as outlined in the ChangeUp Business Plan and maintain current services that are valued by local groups
- ensure that infrastructure staff are trained to possess a high level of knowledge and skills
- enable front line staff and volunteers to receive high quality training to be fulfil their roles
- ensure groups have the information and tools necessary to meet their development needs
- enable Groups to network together to enable them to receive mutual support, develop partnerships and receive information on local and national initiatives
- promote the sector to key partners highlighting the value for money that the sector provides
- promote Changeup as a gateway to the groups in the borough for partners to consult and engage the voluntary sector on issues that affect them.
- develop relationships with key partners in Bexley to facilitate partnership working and seek a greater understanding of the sector
- ensure key partners and funders are aware of the support needs of groups in Bexley

The Role of the Steering Group is to:

1. Assist with the development and implementation of the Bexley's ChangeUp Plans
2. Ensure engagement within ChangeUp by the voluntary and community sector is as broad and comprehensive as possible
3. Make recommendations for priorities for action
4. Review the impact of work initiated by the Steering Group
5. Make recommendations for commissioning projects or research
6. Monitor commissioned projects and research
7. Monitor Bexley's ChangeUp Plans and related plans to help the

lead body (BVSC) ensure milestones are met

8. Revise the Plans as necessary during the lifetime of the programme
9. Evaluate and review the programme

Please provide evidence of 3rd sector frontline need (please reference any research, consultation or other data you feel is relevant, including the Infrastructure Investment Plan):

The Steering Group has used a number of methods in order to ascertain the infrastructure needs of local voluntary and community groups providing frontline services. In July 2005 it ran two consultation events in order to prepare the 2005 Bexley Infrastructure Plan. 831 groups were invited and over 40 representatives attended. Most of the projects outlined in the 2005 Plan have now been completed. In order to prepare the 2008-14 Infrastructure Development Strategy and this Business Plan, two new consultation events were held in November 2007. Of the 831 groups and representatives from partner agencies invited a total of 61 representatives attended. Those who could not attend the events were invited to complete questionnaires detailing their needs, however only 4 were received.

Although attendance at events was high there were still many groups who were not able to participate. Therefore in order to ensure the needs of all groups were included, consultation took place with:

- Representatives from local infrastructure groups who are umbrella bodies for local groups including: Bexley Council for Racial Equality, Bexley Council for Voluntary Youth Organisations, The Youth and Diversity Trust, The Arts Council and Trust Thamesmead
- BVSC's Development Team whose key role is support groups with their development needs
- BVSC's Partnership Team which supports voluntary sector representatives on the Learning Disability, Physical Disability, Mental Health, Older People and Promoting Health Partnership Groups, and the Children's Trust
- Volunteer Centre (Bexley)
- Bexley Council and Bexley Care Trust

Between the 2005 and 2007 events the Steering Group undertook more detailed research into the needs of black and ethnic minority groups, youth groups, uniformed groups and youth sports groups. These studies enabled groups to be linked into the ChangeUp process and to access the support available. It also enabled their specific needs to be addressed by the Steering Group. Research on IT and HR needs was also carried out with the East London Network.

Key needs identified through these processes were as follows:

- Support with change to commissioning in Bexley
- HR support for non HR managers
- Out of hours trainers for First Aid basic courses
- Focused in-depth equalities training including mental health issues
- Media / publicity training
- Guidance on compiling outcome monitoring data both qualitative and quantitative
- Increased networking and circulation of information between groups
- Who's who in the borough to facilitate partnership working
- Factsheet on statistical data to assist bid writing
- Training and development for trustees
- Recruitment barriers for BME trustees and younger trustees
- Templates on core documents for governance
- IT information and advice
- Support with accounts and accountancy training and seminars
- Developing Drop-In and Outreach volunteering services
- Publicity material in different languages
- Increased marketing of ChangeUp and local infrastructure services

In addition a number of pilot projects were established including a Human Resources Project in partnership with East London ChangeUp, an Administration Project and a Volunteering Drop-In. The evaluation of these pilots indicated which projects were successful and needed to continue to be developed and those that were less successful and did not warrant any further development. On this basis the Steering Group agreed that the Volunteering Drop-In was proving successful. As the HR project had only been in operation for a short time, it was difficult for an accurate assessment to take place. However as it was identified as a high priority at the November consultation events it was agreed it should be continued. The evaluation of the Administration Project showed it had not been as well used as had been anticipated and so it was decided not to develop this project. In evaluating why this was the case the Steering Group found that many groups wanted assistance with minuting their meetings which was not part of the service. As a result the Steering Group set up a minute taking course in order to skill volunteers to assist groups with this role.

Reference:

2005 and 2007 Bexley ChangeUp Consultation Events
 Bexley Council for Racial Equality Mapping and Report (ChangeUp 2005)
 Bexley Council for Voluntary Youth Organisations Mapping and Needs Analysis of Uniformed and Youth Sports Groups (ChangeUp 2005)
 Respond Community Matters Report on Youth Engagement in the Voluntary Sector (ChangeUp 2005)
 Developing ICT Support to VCOs in East London (ELN Oct 2006)
 Open to Options: Developing HR and Legal Support (ELN Dec 06)
 BVSC's Strategic Plan 2005-8 and Draft Strategic Plan 2008-11
 BVSC Successful BASIS bid for a Small Groups Project (Nov 07)

What are the outcomes and long terms changes that your Consortium

intends to bring about?

The key changes that the Consortium aims to make by 2014 are detailed in the ChangeUp Infrastructure Development Strategy. This Business Plan provides a vehicle to enable the Steering Group to start bringing about these changes in the next three years.

The Steering Group aims by 2014 to have:

1. Improved the awareness of support available locally by co-ordinating marketing initiatives

By 2011

- Frontline organisations will be informed about the range of infrastructure services available across the borough.
- Organisations who are members of one infrastructure group will be aware of the services of others
- Organisations will be aware who are the key support staff in infrastructure organisations and local statutory agencies

2. Improved the co-ordination of infrastructure services by ensuring gaps are met, sharing knowledge and avoiding duplication.

By 2011

- New infrastructure services will be developed with co-operation and dialogue between Steering Group members, and will not overlap with services that already exist, making the best use of the limited resources available
- Infrastructure agencies will be sharing resources, equipment and training to ensure value for money is achieved

3. Delivered the services and support as outlined in the ChangeUp Business Plan ensuring that services are accessible to all.

By 2011

- ICT support services will be available to infrastructure and front line groups and linked with ICT support sub-regionally

- HR support will be available to front line groups. Infrastructure staff will have increased their HR knowledge and skills and will be linked to HR support regionally and sub-regionally
- Accountancy support will be available to infrastructure and front line groups
- Access to volunteering will have increased through the provision of Outreach Clinics and a Drop-In facility
- The sustainability of groups will have improved through the recruitment of younger trustees and trustees from BME communities, the development of sustainable funding strategies and the understanding of commissioning processes
- There will be a greater understanding of equality issues in relation to service provision, volunteering and employing staff

4. Maintained the current support that is valued by local groups

By 2011

- Infrastructure organisations will have retained the services that front line groups identified as important as listed in Bexley's ChangeUp Infrastructure Development Strategy

5. Ensured infrastructure staff are trained to possess a high level of knowledge and skills

By 2011

- The skills of infrastructure staff will have been enhanced through a programme of local training
- Infrastructure staff will have enhanced support by networking with colleagues from other local infrastructure agencies
- Development staff will have increased HR skills and knowledge through participation in the East London HR Project

6. Promoted the sector to key partners highlighting the value for money it offers

By 2011

- Key local funders such as Bexley Council and Bexley Care Trust will be more aware of the value for money that local voluntary and community organisations offer and the benefits of commissioning local groups

- Partners will have greater awareness of the Sector's initiatives and projects through representation on the Bexley ChangeUp Steering Group, articles in the newsletters of Steering Group members and attendance at ChangeUp events

7. Promoted ChangeUp as a gateway to the groups in the borough and highlighted its successes

By 2011

- Key local partners will use ChangeUp as a way of reaching groups and consulting them on issues that affect them
- Bexley ChangeUp will be included as a key consultation mechanism in Bexley Council's new Engagement Strategy
- All groups in the borough will have been identified and mapped

8. Developed relationships with other key partners to facilitate partnership working

By 2011

- New partners will have been involved in Bexley ChangeUp either through Steering Group membership or attendance at events

9. Made key partners and funders aware of the support needs of groups in Bexley

By 2011

- Key national funders will be more aware of support needs of local groups
Local statutory funders will be informed of the needs of the Sector through involvement in Bexley ChangeUp and representation on the ChangeUp Steering Group

Who are your beneficiaries and stakeholders and how were they involved in the process? Please include all front line organisations, public sector partners including groups serving the 'equality strands' i.e. age, disability, Black and Minority Ethnic [including refugee], women, lesbian, gay, bisexual and transgender [LGBT] and faith within your geographical area of benefit.

The Bexley ChangeUp Steering Group is made up of all local infrastructure groups together with representatives from key partners, Bexley Council and Bexley Care Trust. The representatives from both Bexley Council and Bexley

Care Trust have played an active role. By involving all local infrastructure groups in the Steering Group, representation of the majority of local groups is achieved.

To ensure that as many local groups as possible were involved in ChangeUp the Steering Group undertook a significant mapping exercise in order to invite as many groups as possible to the July 2005 consultation events to develop Bexley's 10 Year Infrastructure Plan. This was the first time the whole sector had been mapped, and the mailing lists of local infrastructure/umbrella groups combined to identify groups. A total of 831 groups were identified. For the November 2007 consultation events this mapping exercise was updated to include new groups and update details of existing groups. As a result 831 groups were invited to these events along with key partners. 61 representatives attended and groups who could not attend were invited to submit their views via a questionnaire although only 4 chose to do this.

The 831 groups mailed can be classified as follows:

270	Children's and Young People (uniformed)
109	Children, Young People and Families (including parent and toddler groups)
121	Health and Social Care (including 46 disability groups)
95	Residents (including community forums and residents groups)
	Faith Groups (including community forums, 3 women's groups and 3 Gay, Lesbian, Bi-Sexual and Transgender groups)
114	Sports Groups (including youth football clubs)
62	Arts and Craft Groups
37	Black and Ethnic Minority Groups (including 3 BME women's groups)
<u>23</u>	Environmental and Animal Welfare
831	

A total of 18 faith groups were mapped which are included within the residents and BME categories above.

As not all groups were able to attend or returned questionnaires ChangeUp also consulted:

- Representatives from local infrastructure groups who are umbrella bodies including Bexley Council for Racial Equality, Bexley Council for Voluntary Youth Organisations, The Youth and Diversity Trust, The Arts Council and Trust Thamesmead
- BVSC's Development Team whose key role is support groups with their development needs
- BVSC's Partnership Team which supports voluntary sector representatives on the Learning Disability, Physical Disability, Mental Health, Older People and Promoting Health Partnership Groups, and the Children's Trust
- Volunteer Centre (Bexley)
- Bexley Council

- Bexley Care Trust

Throughout the process groups have received regular updates on the progress of ChangeUp via BVSC's newsletter and the newsletters of other members of the Steering Group. The Steering Group has also sent all of the 831 groups targeted mailings to ensure they are invited to all events and receive feedback.

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

As a result of the consultation events a range of Projects were agreed by the Steering Group which fit within the Consortiums key aims to:

- Promote collaboration in the development of infrastructure support in the borough of Bexley
- Support the development of the Bexley Infrastructure ChangeUp Plan and related plans and strategies
- Promote increased access to infrastructure support

Projects meets specific objectives as set out below:

PROJECTS	OBJECTIVES MET
1. Increasing awareness of Infrastructure Support in Bexley	<ul style="list-style-type: none"> - Increase awareness of infrastructure services - Promote the sector to key partners - Promote ChangeUp as a gateway
2. Providing training to meet the identified support needs of groups including HR support and support with commissioning processes including business planning	<ul style="list-style-type: none"> - Ensure infrastructure staff are trained to possess a high level of knowledge and skills - Ensure groups have the information and tools necessary to meet their development needs - Ensure key funders are aware of the support needs of local groups
3. Accountancy Support	<ul style="list-style-type: none"> - Ensure groups have the information and tools necessary to meet their development needs - Ensure high quality infrastructure support is available
4. Ensuring Groups are able to access front line training for their	<ul style="list-style-type: none"> - Enable front line staff and volunteers to receive high quality

5. Providing a range of factsheets on topics of interest to the voluntary sector and keeping current factsheets up to date	- Ensure that groups have the information and tools necessary to meet their development needs
6. Working with the East London ChangeUp to provide IT support	- Ensure that groups have the information and tools necessary to meet their development needs - Ensure high quality infrastructure support is available
7. Providing opportunities for groups to meet together, share information, form partnerships and find out about local initiatives including ChangeUp	- Enable groups to network together to enable them to receive mutual support, develop partnerships and receive information
8. Encouraging new trustees particularly younger trustees and trustees from ethnic minorities	- Ensure high quality infrastructure support is available
9. Operating a Volunteering Drop-In and Outreach Service	- Ensure high quality infrastructure support is available

Please provide details of research into any similar or related services or projects provided by other organisations:

By working together the Steering Group has been able to avoid duplication with any other services in the borough and ensured that new projects build on and complement existing work being undertaken by the individual infrastructure groups.

Bexley ChangeUp is working sub-regionally as part of the East London ChangeUp Consortium. IT support will be developed with other CVS in the East London Consortium. Hackney CVS has already secured funding for IT support for three of the ten boroughs and will assist the remaining 7 boroughs to access support. The East London ChangeUp has also piloted HR support in all of the 10 boroughs in 2007/8 and the learning from this will assist in the development of the service. In Bexley the pilot, which included guidance through HR procedures such as disciplinary cases, was delivered in partnership with LVSC's Peace service which already offers a telephone advice service. The East London Plan proposes to develop HR training for development workers and BVSC will participate. However Bexley groups also require more one to one in-depth support and so Bexley ChangeUp intends to look at ways of developing this with Peace.

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

MARKETING	TARGETS	YEAR
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1. Raise Awareness of Infrastructure Support	Raised awareness of ChangeUp initiative Regular updates on ChangeUp in all newsletters which are accessible to all communities	2008-11 2008-11
TRAINING AND SUPPORT SERVICES	TARGETS	YEAR
2. Provide a range of training to meet the identified support needs of groups	Groups supported with change to commissioning including training and one to one support HR training and support particularly assistance with dispute resolution Training courses held on: Outcomes Media publicity Effective meetings Health and Safety Meet the funder events held Templates for core polices produced	2008-9 2008-11 2008-11 2008-11 2009/10
3. Secure funding to continue providing Accountancy Support	Accountancy service provided for groups in Bexley	2008-11
4. Ensure Groups are able to access front line training for their staff	Out of hours first aid trainers identified Training on equalities including mental health identified	2008-9 2008-9
5. Produce a range of factsheets on topics of interest to the voluntary sector and keep	Factsheets on CRB Providers, Payroll and Auditors updated Factsheet on statistical date produced Factsheets added to BVSC website	2008 – 11 2009-10 2008

current fact sheets updated	Additional factsheets developed as required	2008-11
6. Work with East London ChangeUp to develop IT support	Develop and run IT support for Bexley groups	2008-11
INFORMATION SHARING AND NETWORKING	TARGETS	YEAR
7. Provide opportunities for groups to meet together, share information, form partnerships and find out about local initiatives	Groups sharing Information through Spotlight newsletter	2008-11
	Who's who in the borough developed	2009-10
	Membership of Voluntary Forum increased to members of all local infrastructure groups	2008-11
	ChangeUp operating as gateway to all groups in the borough	2008-11
VOLUNTEERING	TARGETS	YEAR
8. Assist with the recruitment of trustees for local groups	Younger trustees and trustees from BME communities recruited	2008-11
9. Retain a Volunteering Drop-In and Outreach service	Outreach sessions provided Drop-In service provided	2008-11

Please provide a risk assessment of the business plan: [including how risks will be contained and mitigated]

There are three main risks to this Business Plan. The first is the effect of Bexley Council's New Draft Funding Strategy on the local infrastructure groups. Bexley

is currently consulting on a new Funding Strategy which will introduce commissioning arrangements for Bexley Groups including infrastructure services. As yet we do not know what affect this will have on BVSC, who is responsible for delivering many of these targets, or other Steering Group members who are also funded by the Council, however we will work closely with the Council as it develops this Strategy.

The second is the availability of funding to carry out the projects within the Business Plan. Funding will be required to continue to administer the Steering Group and this has now been announced by Capacity Builders. Funding will also be required to deliver the projects in the Plan. Although some projects will be able to be delivered within existing resources, successful bids to other funders including Capacity Builders' new Projects Fund will be crucial.

Thirdly the IT project is to be developed with the East London ChangeUp Partnership and so success will be reliant on partnership working.

Description of risk	Impact	Probability	Existing controls required to mitigate risk
Impact of Bexley Council's Funding Strategy - reduction or loss of current infrastructure support. - impact on Steering Group membership - impact on capacity of voluntary sector	High	Low/ medium	BVSC working with Bexley Council to develop Infrastructure Commissioning Brief and address capacity issues in the voluntary sector.
Lack of funding for projects	High	Medium	Funding applications for some projects already submitted. Projects to be reassessed if funding not available
Partnership Working to deliver IT Project within East London ChangeUp	Medium	Low	BVSC is leading minihub. If partnership breaks down BVSC could continue alone

**CONSORTIA DEVELOPMENT FUND
BUSINESS PLAN 2008-11**

Annexe 1

Milestones and targets template

This annexe should refer to the key targets described on page 12 of the business plan template.

MARKETING	MILESTONES YEAR 1 2008/9	MILESTONES YEAR 2 2009/10	MILESTONES YEAR 3 2010/11
1. Raise Awareness of Infrastructure Support	Develop marketing strategy and implement strategy with continuous marketing and awareness raising	Implement strategy with continuous marketing and awareness raising	Implement strategy with continuous marketing and awareness raising
	Regular updates on ChangeUp in all newsletters which are accessible to all communities	Regular updates on ChangeUp in all newsletters which are accessible to all communities	Regular updates on ChangeUp in all newsletters which are accessible to all communities
TRAINING AND SUPPORT SERVICES	MILESTONES YEAR 1	MILESTONES YEAR 2	MILESTONES YEAR 3
2. Provide a range of training to meet the identified support needs of groups	Support groups with change to commissioning through training and one to one support	Support groups with change to commissioning through training and one to one support	Support groups with change to commissioning through training and one to one support
		Media /publicity training	
	Develop HR training and support	HR training and support	HR Training and support
	Health and Safety training	Effective meetings training	
	Outcomes training	Templates for core polices	
	Meet the funder events	Meet the funder events	Meet the funder events

3. Secure funding to continue providing Accountancy Support	Secure funding for Accountancy project	Operate service if funding secured	Operate service if funding secured
	Work with Asset to complete BASIS application		
	Explore ChangeUp Improving Reach Programme		
4. Ensure Groups are able to access front line training for their staff	Identify out of hours first aid trainers		
	Organise equalities training including mental health		
5. Produce a range of factsheets on topics of interest to the voluntary sector and keep current fact sheets updated	Add factsheets to BVSC website	Develop factsheet on statistical data	
	Keep factsheets on CRB Providers, Payroll and Auditors updated	Keep factsheets on CRB Providers, Payroll and Auditors updated	Keep factsheets on CRB Providers, Payroll and Auditors updated
	Develop new factsheets as appropriate	Develop new factsheets as appropriate	Develop new factsheets as appropriate
6. Work with East London ChangeUp to develop IT support	Work with East London ChangeUp to secure support	Provide service if funding secured	Provide service if funding secured
INFORMATION SHARING AND NETWORKING	MILESTONES YEAR 1	MILESTONES YEAR 2	MILESTONES YEAR 3

<p>7. Provide opportunities for groups to meet together, share information, form partnerships and find out about local initiatives</p>	<p>Promote Spotlight as a means of groups sharing information</p> <p>-----</p> <p>Promote Voluntary Forum as key Forum for Voluntary Sector Send mailing to all groups with membership form</p> <p>-----</p> <p>Look at ways of reaching all groups using infrastructure mailing lists</p>	<p>Include articles from other groups in Spotlight</p> <p>-----</p> <p>Work with partners to develop a who's who in the borough</p> <p>-----</p> <p>Promote awareness of ChangeUp as a gateway to voluntary sector</p>	<p>Include articles from other groups in Spotlight</p> <p>-----</p> <p>Promote awareness of ChangeUp as a gateway to voluntary sector</p>
<p>VOLUNTEERING</p>	<p>MILESTONES YEAR 1</p>	<p>MILESTONES YEAR 2</p>	<p>MILESTONES YEAR 3</p>
<p>8. Assist with the recruitment of trustees for local groups</p>	<p>Recruit trustees and encourage BME and younger trustees</p>		
<p>9. Retain a Volunteering Drop-in and Outreach service</p>	<p>If funding secured, run service</p>	<p>Operate Service</p>	<p>Operate Service</p>

Which organisations are likely to lead / manage the projects?

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

MARKETING	TARGETS	LEAD
1. Raise Awareness of Infrastructure Support	<p>Raised awareness of ChangeUp initiative</p> <p>Regular updates on ChangeUp in all newsletters</p>	All Steering Group members
TRAINING AND SUPPORT SERVICES	TARGETS	LEAD
2. Provide a range of training to meet the identified support needs of groups	<p>Groups supported with change to commissioning</p> <p>HR training and support</p> <p>Training provided on: Outcomes Media publicity Effective meetings</p> <p>Meet the funder events held</p> <p>Templates for core polices produced</p>	BVSC Development Team
3. Secure funding to continue providing Accountancy Support	Accountancy service provided for groups in Bexley	BVSC with Asset Consortium
4. Ensure Groups are able to access front line training for their staff	<p>Out of hours first aid trainers identified</p> <p>Training on equalities training including mental health accessed</p>	<p>BVSC</p> <p>BCRE</p>
5. Produce a range of factsheets on topics of	Factsheets on CRB Providers, Payroll and Auditors updated	BVSC

interest to the voluntary sector and keep current fact sheets updated	Factsheet on statistical data produced Factsheets added to BVSC website	BVSC BVSC
6. Work with East London ChangeUp to develop IT support	Develop and run IT support for Bexley groups	BVSC with East London ChangeUp
INFORMATION SHARING AND NETWORKING	TARGETS	LEAD
7. Provide opportunities for groups to meet together, share information, form partnerships and find out about local initiatives	Groups sharing Information through Spotlight newsletter Who's who in the borough developed Membership of Voluntary Forum increased to members of all local infrastructure groups ChangeUp set up as gateway to all groups in the borough	BVSC BVSC BVSC All Steering Group members
VOLUNTEERING	TARGETS	LEAD
8. Assist with the recruitment of trustees for local groups	Younger trustees and trustees from BME communities recruited	Bexley Volunteer Centre
9. Retain a Volunteering Drop-in and Outreach service	Outreach sessions provided Drop-In service provided	Bexley Volunteer Centre

Annexe 3

Monitoring template

Please describe the methodology you will use for monitoring the projects described in the business plan.

Project	Methodology
1. Raise Awareness of Infrastructure Support	Lack of awareness of the range of services available was in the findings of the 2005 and 2007 consultation events. We will assess the findings at future events to see if the actions of the Steering Group have improved the awareness of services available
2. Provide a range of training to meet the identified support needs of groups	Attendance at courses Questionnaires completed by attendees
3. Secure funding to continue providing Accountancy Support	Success of funding applications Reports from Community Accountant on progress of service including ASSET monitoring reports
4. Ensure Groups are able to access front line training for their staff	Attendance and feedback from courses Inclusion of out of hours first aid trainers in Training fact sheet
5. Produce a range of factsheets on topics of interest to the voluntary sector and keep current fact sheets updated	Uptake and feedback on factsheets
6. Work with East London ChangeUp to develop IT support	Success of funding bids Progress and monitoring reports from IT Worker
7. Provide opportunities for groups to meet together, exchange information, form partnerships and find out about local initiatives	Increase in Voluntary Forum membership Articles by groups in Spotlight newsletter
8. Assist with the recruitment of trustees for local groups	Reports from Volunteer Centre Manager on increase in new younger and BME trustees recruited
9. Retain a Volunteering Drop-in and Outreach service	Successful funding bids Progress and monitoring reports from Outreach and Drop-In Workers

Annexe 4

Summary of Consortium costs

Consortium	Costs
Staff costs	£14,000
Marketing	£1,000
On costs	£4,000

Summary or project costs

Project	Project costs
1. Raise Awareness of Infrastructure Support	Marketing costs included in consortium support costs
2. Provide a range of training to meet the identified support needs of groups	Cost of trainers £10,000
3. Secure funding to continue providing Accountancy Support	Costs are estimated at £50,000 per annum. A full costing will be part of developing the funding bids
4. Ensure Groups are able to access front line training for their staff	Cost of trainers £1000
5. Produce a range of factsheets on topics of interest to the voluntary sector and keep current fact sheets updated	Included in consortium support costs
6. Work with East London ChangeUp to develop IT support	Costs are estimated at £50,000 per annum. We will be working with the East London Network to develop the budgets for the bids
7. Provide opportunities for groups to meet together, exchange information, form partnerships and find out about local initiatives	Included in consortium support costs
8. Assist with the recruitment of trustees for local groups	This project will be developed as part of the Business Plan. It is estimated the costs will be in the region of £5,000 per year
9. Retain a Volunteering Drop-in and Outreach service	Total project costs 2008-11 £192,012 Salaries £154,975 On costs £37,037

Annexe 5

Staff requirements

Consortium Support

The Steering Group is considering employing a part-time ChangeUp Co-ordinator and a part-time Administrative Worker.

Community Accountancy Project

Community Accountant	f/t	36 hrs
Administrative Assistant	p/t	10 hrs

Drop-In and Outreach Project

Outreach Worker	p/t	18hrs
Drop-In Worker	p/t	18hrs
Database Administrator	p/t	18hrs
Administrative Worker	p/t	8 hrs

additional hours for the Volunteer Support Worker

Recruiting Trustees

Some additional hours may be needed to carry out this work

IT Project

It is envisaged that the IT Project will require one full/time worker to be shared by Bexley, Greenwich and Lewisham. This is still subject to discussions with Lewisham and Greenwich and the availability of funding.

Annexe 6
Fundraising template

Project	Lead Agency	Funder	Application deadline:	Decision Date
1. Raise Awareness of Infrastructure Support	All Steering Group members	Capacity Builders / current resources	Included in consortium support costs	Feb 2008
2. Provide a range of training to meet the identified support needs of groups	BVSC Development Team	Capacity Builders / current resources	t.b.a.	t.b.a.
3. Secure funding to continue providing Accountancy Support	BVSC with ASSET Consortium	London Councils & Lottery BASIS Programme	Bid submitted to LCs awaiting result Awaiting announcement of BASIS 2 nd round	Jan 2008 t.b.a.
4. Ensure Groups are able to access front line training for their staff	BVSC / BCRE	Capacity Builders/ current resources	t.b.a.	t.b.a.
5. Produce a range of factsheets on topics of interest to the voluntary sector and keep current fact sheets updated	BVSC	Capacity Builders/ current resources	Included in consortium support costs	Feb 2008
6. Work with East London ChangeUp to develop IT support	BVSC with East London ChangeUp	To be identified	-	-

7. Provide opportunities for groups to meet together, share information and form partnerships and find out about local initiatives	BVSC Administration Manager All Steering Group members	Capacity Builders/ current resources	Included in consortium support costs	Feb 2008
8. Assist with the recruitment of trustees for local groups	BVSC Volunteer Centre	Capacity Builders/ current resources	t.b.a.	t.b.a.
9. Retain a Volunteering Drop-In and Outreach Service	BVSC Volunteer Centre	Big Lottery/ City Bridge/ Capacity Builders	Bids already submitted t.b.a.	March / April 2008 t.b.a.

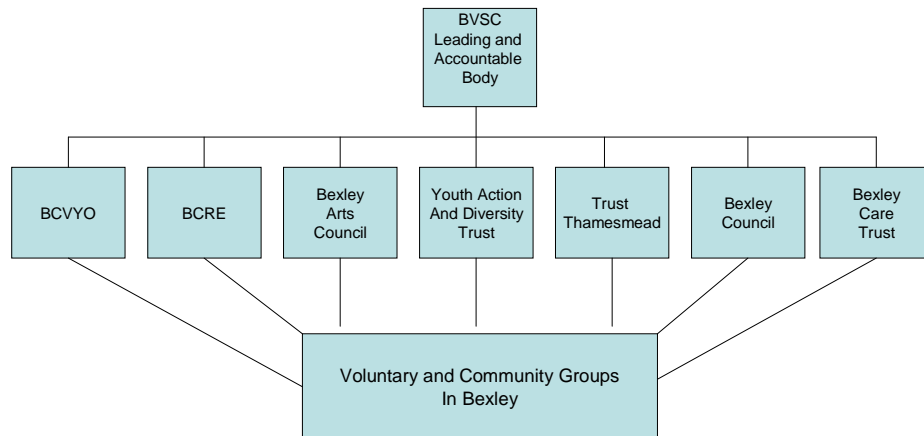
* t.b.a. = deadlines still to be provided by funders

Annexe 7

Marketing template

Target Audience	Objective	Methodology	Timeframe
Frontline groups	To ensure that all groups are aware of the range of infrastructure support available in Bexley	Newsletters of infrastructure groups Exhibitions Presentations Leaflets Websites	On-going
Groups with no paid staff	To ensure that all groups are aware of the range of infrastructure support available in Bexley	Newsletters of infrastructure groups Exhibitions Presentations Leaflets Websites	On-going
Local Authority stakeholders	To ensure local stakeholders are aware of the ChangeUp initiative, the access it provides to all the groups in the borough and the needs of local groups	Presentations Steering Group meetings Websites	On-going

Annexe 8
Consortium Structure



Annexe 9
Track Record of Delivering Similar Projects

Steering Group members have over 20 years experience of delivering projects in Bexley. Between 2005 and 2007 the Steering Group successfully delivered the following projects outlined in Bexley's 2005 ChangeUp Plan.

- BVSC Community Help Directory circulated to all local schools
- Volunteering Drop-In Centre set up at BVSC to enable prospective volunteers to browse the Do-It website
- Administration project piloted providing groups with administrative support. Project not developed due to lack of take up
- Colour photocopier and laminator purchased by BVSC for use by local groups
- Factsheet on equipment for hire produced and circulated detailing all equipment which can be hired from local infrastructure groups including display boards, projectors etc
- Websites developed for 7 local groups

- Factsheets produced and circulated showing sources of CRB checks and payroll support
- Training courses held on sustainable funding, CRB policies, volunteer management, minute taking, management committee responsibilities and the Charities SORP
- HR support provided in 2007/8 as part of East London ChangeUp pilot
- Research completed on the needs of BME and Youth groups in the borough
- Research completed on the volunteering needs of uniformed and youth sports groups
- Training for local infrastructure staff held to help them support local groups
- New marketing materials produced to promote the support available from local infrastructure groups

Annexe 10

Consortium Membership

The membership of the Bexley ChangeUp Steering Group is as follows:

Bexley Voluntary Service Council (BVSC)	Janet Smith
Bexley Council for Voluntary Youth Organisations (BCVYO)	Bob Chapman
Arts Council Bexley	Chris Williams
Youth and Diversity Trust	Gary Redding
Bexley Council for Racial Equality (BCRE)	Lux Anandarajah
Trust Thamesmead	Ben Agyemang
Bexley Council	Amanda Flower
Bexley Care Trust	John Harris

Name of consortium: Bexley

Lead body signature:

Date signed: 19th December 2007