



CONSORTIA DEVELOPMENT FUND

INFRASTRUCTURE BUSINESS PLAN 2008-11

Consortium Name : Bracknell Forest Consortium

Area of Benefit : Bracknell Forest South East Berkshire

Lead Body : Bracknell Forest Voluntary Action

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

Vision

A vibrant and diverse local voluntary and community sector proactively working in partnership which is able to make a real impact on the needs of a changing and evolving Bracknell Forest Borough.

Mission Statement

We will achieve this by:

- Developing support services in response to the needs of frontline organisations
- Ensuring that all voluntary and community organisations have access to high quality support services to enable them to support and improve the quality of life of the residents of the borough
- Celebrating diversity whilst recognising differences and giving equal opportunities to all
- Providing a platform for partnership working and a commitment to equality for all and the celebration of diversity
- Being transparent and accountable
- Being open to new innovative ways of working in response to a changing climate
- Robust monitoring and evaluation and measurement of impact on support services

Key needs identified:

Main Outcome	Timeframe
To establish effective and meaningful VCS representation on all strategic bodies and local neighbourhood networks, all linked from grass roots to strategic level	2008 - 2011
To celebrate our diverse culture, fully inclusive to the needs and aspirations of the whole community with an established Inter Faith Forum and Minority Alliance	2008 - 2011
Frontline organisations and volunteers have increased skills and knowledge to deliver quality services to the community	2008 - 2011
All frontline organisations to have access to clear, concise and targeted information taking into account their areas of interest, providing a local, regional and national perspective	2008 - 2011
All frontline organisations have access to quality funding advice pertinent and tailor made to their needs, ensuring that they are able to make the right funding choices according to their values, mission and service delivery	2008 - 2011
To have an informed, experienced and diverse Consortium fully equipped to manage projects working in partnership with partner agencies	2008 - 2009

What are the aims and objectives of the Consortium?

Aims

1. To be an effective developing body, 'fit for purpose' and adapting and responding to any future changes
2. To enable high quality sustainable support services, accessible to all in line with Capacity Builders aims and objectives
3. To provide continued support to further enhance, modernise and develop the existing infrastructure groups.- Bracknell Forest Voluntary Action (BFVA), Federation of Community Groups (FCG), Additional Support Programme (ASP) and Voluntary Sector Forum (VSF) in line/in conjunction with other partner plans
4. To be fully inclusive in the delivery of services and work proactively within the Bracknell Forest Community Cohesion Strategy
5. To work in partnership with statutory agencies and the wider third sector through joint working ensuring joined up planning and thinking in the delivery of services
6. To ensure all agencies and organisations are informed and involved in the work of the consortium as a key strategic body
7. To enable a greater understanding and awareness of the Voluntary and Community Sector (VCS) from local to national level, by our statutory partners
8. To improve communication and information delivery to frontline groups
9. To deliver training and development for frontline organisations co-ordinating with partner agencies
10. Full, meaningful and effective VCS representation on key strategic bodies including partnership boards
11. To liaise and work with other consortia across East Berkshire
12. To seek sustainable and sufficient funding to enable the continuation of high quality support services.

Objectives (*mapped against aims*)

Enabling frontline organisations to have increased effective and meaningful participation and involvement, by providing the mechanisms and thereby enhancing community engagement and empowerment (1,2,3,5,8,10)

Enable the continued development of a strong and robust frontline voluntary and community sector serving the 'equality strands' which is able to provide a voice, represent and support the increasing ethnic and aging population encompassed in the VCS (2,3,4,7,9,10,11,12)

Increase frontline capacity and development through training and create a legacy through a bank of local trainers (2,3,4,5,9,10)

Ensure all frontline organisations have access to clear, concise, relevant and targeted information in a user-friendly format (3,5,6,7,8)

Ensure that all frontline organisations and partner agencies have a clear understanding and knowledge of the structures and make up of the VCS (1,3,4,5,6,7,10)

Provide a high quality funding advice and support service to frontline organisations across East Berkshire (2,5,9,11,12)

Ensure continued Consortium development to enable it both to maintain and improve its delivery (1,2,6,7,11,12)

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):

Commissioned by or involvement in:

Local

Bracknell Forest Voluntary Action VCS survey of needs (September 2005)
BFVA evaluation of services survey (April 2007)
BFVA training/development and information needs survey (October 2007)
Voluntary and community sector conference feedback (May 2007)
Bracknell Forest Health Profile 2007
Bracknell Forest Partnership Sustainable Community Strategy
Bracknell Forest Partnership Local Area Agreement
Bracknell Forest Borough Council Community Cohesion Strategy
BFVA Strategic Business Plan 2007 – 2010
Voluntary Sector Forum business Plan 2007 – 2010
Federation of Community Groups Business Plan 2007 – 2010
Additional Support Programme Development Plan 2007 – 2010
Older People's Strategy
Children & Young People's Plan
Neighbourhood Action Groups Working Group

Regional

Berkshire Community Foundation Community Needs Survey 2005
RAISE BME VCO's in Focus (2007)
VCS Engage consultation on VCS CYP infrastructure services
RAISE Hidden Asset
RAISE Funding and Finance Report

Other research and consultation:

Local

Bracknell Forest Health Profile 2007

National

NCVO Voluntary and Community Sector Infrastructure: a model for the future
Local Government White Paper Stronger and Prosperous Communities
DCLG Community Empowerment Action Plan
NCVO Voluntary Sector Strategic Analysis 2007/08
Hub publications
NAVCA Impact Report 2005/2006

Bracknell Forest, one of 6 Berkshire unitary authorities formed in 1998 has a population of 112,000 and is the smallest in the county. The population is relatively young but with a growing older population (over 50). BME communities make up 5.9% however BME pupils now make up 12.7% of school population many of whom have English as an additional language.

Despite an obvious affluence, there are pockets of deprivation within the Borough. Housing is less affordable with pressures for new housing leading to new neighbourhoods/communities and significant growth is predicted. The regeneration of Bracknell town centre will also be one of the biggest challenges for the future which will positively impact on the area.

The Borough has a developing voluntary and community sector (VCS), highlighted in the Infrastructure Development Plan. The sector is very diverse ranging from branches of large national organisations down to small locally run community groups. There are over 400 groups and organisations which provide a wealth of vital services,

many of a preventative nature, to the residents of the Borough. The majority of these organisations are run entirely by volunteers.

Groups cover many areas of work or interest including children and young people, disability, older people, health support, transport, social etc. They are funded in a variety of ways, through individual fundraising, through trusts and other grant givers and also through service level agreements with the local authority. All provide a valuable service within their own field of operation which complement and enhance those provided by our partner agencies.

Our changing economic and social climate will have a major impact on the need for a sustainable and vibrant sector which will need robust support services to enable them to evolve and respond to the changing picture. There will be an increasing demand on VCS services as key early intervention and preventative support. Changing cultures in volunteering and funding are key issues for the sector which in turn will have implications on the small to medium organisations with a move to more contract funding. These organisations will need strong and robust governance and business experience to enable them to participate in this culture and ensure their sustainability.

The role of the Sustainable Community Strategy (SCS) is to set out the strategic vision for a place. The current SCS was published in 2005 and runs to the end of the 2007/2008 financial year. A review of the SCS is taking place at this time and is looking ahead to 2030 and is for use for the next 6 years. New Local Area Agreements (LAAs) are currently being negotiated within the Stronger Communities/Community Cohesion framework and 'Volunteering' has been included in the short listed 60 as it is a measurable target.

Some of the local issues that Government consider could be included as priority outcomes under the Sustainable Community Strategy include 'a prosperous community' including community engagement, cohesion, community safety, economic development and culture, which are many of the themes identified within this plan. This year's Comprehensive Performance Assessment identified the need for the BME and other hard to reach communities are not yet being used effectively to target specific needs.

Bracknell Forest Consortium are proposing 6 projects that it believes are realistic, achievable and make a real impact with a lasting legacy to the local VCS. contributing towards a more sustainable future and the modernisation of the sector.

The Bracknell Forest Consortium (Project 6) has developed following its self assessment exercise in July with priority actions agreed mapped against the 6 measurement modules identified which are evaluated and monitored within its delivery plan. Following assessment using the SWOT, PESTLE and PEGS and its expertise and established communication and feedback processes the Consortium will be in a strong position to manage and drive these projects.

The Consortium is also now intrinsically linked into the bigger strategic picture with firm links established to the Bracknell Forest Partnership and other over arching strategic bodies such as the Community Cohesion and Engagement Working Group and the Compact Working Group. These plans have been aligned to the overall strategic vision of Bracknell Forest within the Sustainable Community Refresh and new LAA indicators to create a fully cohesive joined up approach which reflects the needs of frontline organisations for the future. Developing cross border collaborations will also ensure more effective service delivery and support.

The Consortium continue to manage 3 key projects, the Voluntary Sector Forum, the Federation of Community Groups and the Additional Support Programme which are currently supported by a Partnership Development Officer funded through the

Consortia Projects Programme. This post has enabled all these projects to develop and move forward significantly with all now having realistic and achievable Business and Action Plans, an increased awareness of their objectives and their links to frontline organisations and also how they contribute to the 'bigger picture'. Without this dedicated driver the projects could not be sustained effectively. All are in an important development stage with good links being made to the grass roots, local statutory initiatives such as the Neighbourhood Action Groups and Extended Services, and key strategic bodies such as the Bracknell Forest Partnership and themed Partnership Boards. Partner agencies are starting to realise the strength and potential for meaningful joined up working within this framework.

VSF (Project 1)

The Voluntary Sector Forum was first set up in 1999 as a 'voice' and a representing body for the voluntary and community sector (VCS) in the Borough through communication, development and support, promoting and encouraging good consultation and dialogue and ensuring that VCS interests are heard and taken into account, enabling the wider sector to participate in the decision making process. Change Up has enabled further development of the Forum, enabling the process of elected representation within the VCS to take place through thematic focus groups in line with the main themed strategic Partnership Boards establishing a network of communication to enable more effective two way feedback. Membership of the Forum has increased by 15% in the last 10 months with increasing attendance at open meetings and an increased awareness of the Forum and the 'bigger picture' and where frontline organisations 'fit in'. This continued development will ensure effective engagement by frontline organisations in the planning and delivery of local services promoting the ethos of true partnership working.

FCG (Project 1)

The Federation started life in 2004 as an umbrella organisation for the 14 Community Associations across the Borough. However recognising the potential for further links with small locally focused community groups the Federation has established itself through Change Up support, as an infrastructure organisation that supports all small locally based community groups encouraging community engagement and involvement at the 'grass roots' and at a neighbourhood level. This provides a community focus enabling access to traditionally 'hard to reach' sections of the community which potentially will link with the strategic work currently being undertaken by partner agencies. Local groups are key to the community engagement/empowerment/cohesion agenda. A new 35 strong Development Workers network will provide a conduit for communication from the grass roots communities to strategic level and could facilitate the proposed Local Government Community Empowerment Action Plan and the South East Empowerment Network Community engagement and empowerment identified as key priorities that cut across all the other areas.

ASP (Project 2)

The ASP has moved on significantly during the last 9 months, culminating in its first very successful AGM. Membership is increasing and new links forged between the BME communities and key players in the statutory sector. This development is now at a vital stage and needs continued and sustained support to drive its action plan forward. There is now growing statutory interest with a real willingness to engage and listen to the needs of the growing BME population and real potential to work together within the context of the Community Cohesion agenda with significant partner 'buy in' to the work of the ASP and its growing role within Bracknell Forest's strategic outlook. Within the Community Cohesion Strategy a greater understanding of the values and issues of Equality and Diversity has been identified from open meetings and networking events held for frontline organisations. This will also encompass all the equality strands with a greater understanding of the needs of the whole community. All 3 projects have been developed with regards to the needs of frontline organisations.

Working in partnership with a meaningful and effective voice is high priority with many groups as demonstrated by comments received from the BFVA evaluation of services in April. The plans for each project have also been developed with regard to the strategic direction of the Bracknell Forest Partnership. It is anticipated that they will continue to play an ever increasing and major role in the development and delivery of community planning mechanisms such as the SCS and the LAAS.

Training (Project 3)

This has been identified as a key component in respect of gaps, weaknesses and the reach of service delivery. Some training was delivered within the Change Up programme at the end of year 1 and clearly demonstrated a growing need across a whole range of subjects. Some development courses provided by the Local Authority are accessible to private, independent and voluntary groups (PVI) however many of these are tailor made for their workforce and do not always take into account the different needs of VCS volunteers and staff. Without a dedicated coordinator there is limited coordination of all the training available locally, regionally and nationally. Local frontline organisations want access to quality affordable training responding to their time and travel restrictions. 24 groups out of 114 asked requested training help in the BFVA survey in September 2005. In addition 16 out of 30 asked in October 2007 required specific training for volunteers and staff.

The recruitment and retention of volunteers is a known problem for many organisations with 42 groups out of 114 (BFVA survey 2005) requesting assistance in this area.

There is a changing job market in which volunteering can be perceived as a means of developing skills and a career, and higher expectations from volunteers themselves.

The Local Volunteer Centre has also identified a lack of basic skills in some organisations in managing volunteers resulting in the dissatisfaction of the volunteers themselves leading to the loss of volunteers which has a negative effect on any recruiting campaigns. The call on volunteers will inevitably increase however this needs to be viewed within the overall context of Community Cohesion and community engagement and empowerment.

At a national level the Voluntary Sector Skills Survey and the UK Voluntary Sector Workforce Almanac identified key issues around the skills gaps of the sector workforce.

Communication and Information (Project 4)

It is essential that frontline organisations do not miss vital communications which may impact on their delivery of services, be it funding opportunities, training, partner agency updates or networking opportunities. Many groups comment on the amount of email and postal information which they have to sort through to extract what is relevant. 28 out of 31 organisations asked in a survey in October 2007 requested tailored and targeted information which would enable them to carry out their work more efficiently and effectively. This has also been highlighted at various networking events this year. A dedicated Communications and Information Officer would coordinate all support service provider information received from a national, regional and local level into a user friendly format, identify the gaps in communication and facilitate the development of all communication channels including websites within an overall Communications Strategy.

The voluntary and community sector are also now part of the Bracknell Forest Partnership Communications Strategy which will develop and agree the key messages that support the priorities of the new SCS and LAAs. Frontline organisations need to be 'in the loop' on all strategic planning which dovetails into the elected representation process onto key bodies.

Raising the awareness of the sector is essential to frontline organisations and the valuable services they provide. It is essential that our statutory partners understand and respect the diverse make up and structure of the sector in order to work effectively and meaningfully in partnership.

Funding (Project 5)

Adequate and sustainable funding continues to be a major and key issue for voluntary and community groups. Borough Council grant funding has ceased completely for small VCS organisations which has far reaching implications for the future. Advice is needed across the spectrum of funding however it is becoming more specific as we move into a more contract culture and the pressure is on groups to review and revise their funding strategies in response to these changes. Statutory agencies are currently working through their strategies to move to this process however the sector needs to be proactive in driving and setting their own agenda within this framework to ensure that they 'set the scene' for negotiations armed with the necessary knowledge according to their value driven mission.

Funding information and advice is frequently requested through access to the Bracknell Forest 4 Community online funding package accessed through the BFVA website, however the one to one advice required is becoming more complex and time consuming. 42 frontline groups out of 114 requested further help with funding in the BFVA survey in September 2005.

At the present time funding advice is given as an 'add on' by existing part time Development Workers on a very ad hoc basis across the three East Berkshire unitaries. Indeed funding was highlighted as a priority through workshops held at the recent East Berkshire Consortium event. A dedicated worker across East Berkshire would enable us to respond to the changing needs of frontline organisations and deliver funding support where it is needed, backed up by comprehensive training and development in areas that affect them.

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

1. To have high quality support services for the local frontline organisations

2. A full range of support services that are interlinked and work in conjunction together resulting in an effective and sustainable local VCS
3. All frontline organisations have access to a fully networked system of elected representation, with all groups able to have a voice and effectively and meaningfully contribute to the decision making process
4. Increased effective and meaningful community involvement and engagement from local groups and communities with increased participation in civil society through established local community networks
5. A legacy of an increased pool of skilled support workers that can continue to develop, train, advise and inform the local voluntary and community sector for many years to come.
6. All frontline organisations have access to clear and relevant information pertinent to their needs ensuring that they are equipped with sound knowledge resulting in a positive impact on their service delivery
7. A wide range of sustainable funding opportunities are made available through awareness raising and training, ensuring that frontline organisations are able to make the right funding choices according to their values, mission and service delivery
8. That all the projects leave a legacy of a skilled knowledgeable and informed local VCS
9. That the Consortium is a recognised and respected body by both partners and VCS
10. That sound systems, policies and procedures are embedded for the Consortium
11. An empowered fully engaged, informed and diverse VCS

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.

Beneficiaries

Front line Voluntary and Community groups have been involved throughout the Change Up process by:

- Annual Voluntary and Community sector conference
- Quarterly Community Lunches (average 40 attendees)
- VSF open meetings
- BFVA annual monitoring and evaluation (March)
- Spot survey on specific areas of support, eg October 2007 Training and Communication Survey
- Through BFVA database (400+ groups) e-mail surveys
- Neighbourhoods already involved in NAGS and Neighbourhood forums – FCG 4 Dec 2007 Minorities through faith groups and ASP
- ASP AGM 22 Nov 2007
- Big Day Out event, summer 2007 (display and face-to-face)

Stakeholders

- Stakeholders throughout Change Up process: Local Authority, Police, Primary Care Trust on Consortium
- Through BFVA on BFPB and Community Cohesion and Engagement working group – strategic
- Through representation on Partnership boards
- Neighbourhood Action Groups through Community Cohesion Group
- ASP AGM – panel of Chief Executive BFBC, Area Police Commander, Chair Berkshire east PCT, Director of Corporate Services BFBC

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

Objective	Project 1 - Involvement and Engagement
Enabling frontline organisations to have	Through Partnership Development

<p>increased effective and meaningful participation and involvement, by providing the mechanisms and thereby enhancing community engagement and empowerment</p>	<p>Officer who will:</p> <ul style="list-style-type: none"> • Promote and facilitate the effective involvement of the VCS in multi-sector partnership work, and continued support of 3 strands, ensuring firm links and networks, facilitating the two-way communication process from the point of service delivery to strategic level (BFP) • Continue to develop focus groups covering all themed areas • Facilitate the democratic election process for reps within the themed focus groups • Continue to develop a full support package for reps (link to training) • Actively promote and encourage the reps process to frontline groups (link to training) • Promote and facilitate neighbourhood development supporting and encouraging community involvement and engagement in partner initiatives, increasing the empowerment of local people. • Coordinate all projects and their outcomes within overarching projects 1 & 2
<p>Objective</p>	<p>Project 2 - Community Cohesion</p>
<p>Enable the continued development of a strong and robust frontline voluntary and community sector serving the 'equality strands' which is able to provide a voice, represent and support the increasing ethnic and aging population encompassed in the VCS</p>	<p>Through Partnership Development Officer who will facilitate:</p> <ul style="list-style-type: none"> • Capacity building of existing member groups particularly the ASP, older people and disability groups • Identify new minority groups • Develop processes for increased representation • Promote and encourage the equality and diversity agenda • Faith (Inter) Forum • Production of faith/customs booklet
<p>Objective</p>	<p>Project 3 – Training</p>
<p>Increase frontline capacity and development through training and create a legacy through a bank of local trainers</p>	<p>Employ a training co-ordinator (18.5 hr post) who will:</p> <ul style="list-style-type: none"> • Facilitate a programme of “training the trainer” to create a legacy of local trainers for wider and ongoing impact

	<ul style="list-style-type: none"> • Training courses planned for known gaps – volunteer Management, Governance, Representation (project 1), Equality and Diversity project 2), Commissioning (project 5) • Co-ordinate provision of other local existing training including partner agencies and other neighbouring CVS available to the VCS together with regional and national provision • Organise training programmes/ workshops on known gaps and need • provide toolkits summaries as necessary
Objective	Project 4 - Communication and Information
<p>Ensure all frontline organisations have access to clear, concise, relevant and targeted information in a user-friendly format</p> <p>And all partner agencies have a clear understanding and knowledge of the structures and make up of the VCS</p>	<p>Employ part-time communications and information officer who will:</p> <ul style="list-style-type: none"> • Develop a clear information and communications protocol across all support services by <ul style="list-style-type: none"> - targeted information - action/information coding - co-ordinated website/links - national, regional and local VCS news - link to Bracknell Forest Partnership Communications Strategy • Develop an Education and Marketing Strategy
Objective	Project 5 - Funding
<p>Provide a high quality funding advice and support service to frontline organisations across East Berkshire</p>	<p>Employ dedicated full time funding advice worker covering Bracknell Forest, Windsor and Maidenhead and Slough Unitaries who will:</p> <ul style="list-style-type: none"> • provide outreach surgery sessions • give one-to-one support • facilitate wider workshops – commissioning, procurement, contracts, grants applications (link to training) • provide toolkit summaries – “how to” • link to regional and national hubs
Objective	Project 6 - Consortium Development
Ensure continued Consortium	Through Partnership Development

<p>development to enable it both to maintain and improve its delivery skills</p>	<p>Officer who will:</p> <ul style="list-style-type: none"> • Facilitate continued development against the 6 measurement modules • Continued support and monitoring of projects • Evaluate, monitor and review policies and procedures • Development of consortium members through the training project • Embedded into LAA picture
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Please provide details of research into any similar or related services or projects provided by other organisations:

Involvement and Engagement (Project 1)
 Community Matters, national organisation promoting and supporting action in local communities (BFVA and the Federation are members)
 Local Government Community Empowerment Action Plan (through Community

Cohesion & Engagement Working Group with VCS representation)
 South East Empowerment Network (proposed VCS input which will link into local picture)
 Majority of local frontline organisations linked to Support Service providers in Bracknell Forest

Community Cohesion (Project 2)

As above
 UNI (Regional)
 Other regional and national networks supporting equality strands

Training (Project 3)

Local known provision:

Borough Council Learning and Development Unit providing a range of courses for their workforce, some of which can be accessed by the Private, independent and voluntary sector.

Local Safeguarding Children Board provide a range of safeguarding and child protection courses which can be accessed by voluntary and community organisations. Neighbouring CVSs have their own training programmes which can, subject to space, be opened up to Bracknell Forest Groups.

Regional:

NCVCCO, VCS Engage, BME through RAISE and other networks

National:

NAVCA, DSC, National Hubs, LawWorks.

With no dedicated worker there is no current process for coordinating all the training available. Frontline groups have indicated that they require accessible local training responding to time restraints and travel restrictions.

Communication and Information (Project 4)

A number of other organisations eg CVSs have similar posts
 BFP Communications Strategy

Funding (Project 5)

Local known provision

Bracknell Forest 4 Community online facility through the BFVA website
 BFVA part time Development Worker
 Berkshire Community Foundation – advice on their grants programme
 Partner agencies

Regional and national

Funding bulletins from national, regional and county organisations eg NAVCA, RAISE, other CVS's, Big Lottery direct.

There is no current specific provision for outreach or direct local workshops/training for grants, contracts (commissioning) and loans together with advice and direction on the policies and procedures needed to support applications.

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

Year	Project	Target
2008-	1 Involvement,	• Voluntary Sector Forum (VSF) – reps on all

2009	engagement and empowerment	<p>partnership boards to kick start process as a start for the reps election process</p> <ul style="list-style-type: none"> • Identify other strategic bodies for VCS representation • Existing focus groups (4) have election process in place • Universal policy established re representation incorporating VSF, FCG and ASP • Reps equipped and supported by full induction process • 3 x Reps workshops and reps toolkit (8 at each) Link to Training project • Increase membership – all 10% per annum over 3 years • Established links to regional and national networks • Progress and promote the Development Workers Network as a tool and conduit for community engagement and empowerment • Regular well attended open meetings across borough (3 for each strand) • Firm links established with partner initiatives eg NAGs, Extended Services, Children’s Centres with commencement of discussions for joint local initiatives • Increased membership/contribution to a decision-making group • Links established with LAA targets on engagement and empowerment resulting in local people able to influence decisions
2009-2010		<ul style="list-style-type: none"> • 2 x Reps workshops (8 at each) • Review and update reps support package • Increased attendance at open meetings across borough • Local networks established in 5 neighbourhoods with greater local participation in civic activities • Focus groups established for all interest areas representing all VCS groups
2010-2011		<ul style="list-style-type: none"> • All focus groups holding democratic elections • 2 x reps workshops • Review and update reps support package • Development Workers network the basis of and first port of call for community engagement and empowerment fully utilised – conduit and facilitator • Begin to develop community activity in new housing developments – ‘Jennetts Park’ Community Centre planned for 2010, ‘The Parks’ and ‘Amen Corner’ still in planning stages

		<ul style="list-style-type: none"> • Increased attendance at open meetings across borough • Greater local participation in civic activities
2008-2009	2 Community Cohesion	<ul style="list-style-type: none"> • Representation - 4 x equality and diversity training (8 at each) Link to Training project • Minority Alliance established • Continue influencing Older People's Strategy Partnership (OPSP) • Establish disability focus group • Work towards inter faith forum • Continue to identify and develop minority groups and support their development to fully participate within the wider community • Minority alliance set up (formerly ASP) • Support regions (run their own agenda) • Firm links established with Community Cohesion target in LAA
2009-2010		<ul style="list-style-type: none"> • 2 x equality and diversity training (8 at each) • Continue to support inter faith forum and Minority Alliance
2010-2011		<ul style="list-style-type: none"> • Embed and continue to support inter faith forum • 2 x equality and diversity training (8 at each) • Rolling programme of open forums and training developed
2008-2009	3 Training	<ul style="list-style-type: none"> • Training Co-ordinator in place • Programme of "training the trainer" established– link with Performance Hub material • Governance courses x 2 • Volunteer Management x 2 • Co-ordinated programme of other local training through Partner providers • Evaluation and monitoring of courses • Survey of need completed
2009-2010		<ul style="list-style-type: none"> • Draft training toolkits as necessary • Governance courses x 2 • Volunteer management x 2 • Evaluation and monitoring of courses • Survey of needs updated
2010-2011		<ul style="list-style-type: none"> • Toolkits produced • Register of local trainers in place • Increased skilled voluntary and community sector workforce • Rolling programme of Basic Skills for Volunteers inc Governance and Volunteer Management • Evaluation and monitoring of courses • Survey of need updated
2008-	4 Communication	<ul style="list-style-type: none"> • Communication and Information Officer in

2009	and Information	<p>place</p> <ul style="list-style-type: none"> • Communication and Information protocol established including: <ul style="list-style-type: none"> – Action/information coding on all correspondence – Targeted information to relevant interest groups – Website link consortium to Bracknell Forest Voluntary Action (BFVA) Establish marketing strategy and plan and co-ordinate awareness programme – open meetings, visits, statutory orgs • Enhanced links with Bracknell Forest Partnership (BFP), Sustainable Community Strategy (SCS), Local Area Agreements (LAAs), consortium and projects • Marketing and awareness strategy established • Survey/questionnaire completed (monitoring and evaluation)
2009-2010		<ul style="list-style-type: none"> • Communications and marketing re partnerships reviewed and refreshed • Marketing strategy and plan reviewed • Websites/links established for Consortium, BFVA, VSF, FCG and ASP • Newsletters developed for Consortium, VSF, FCG and ASP • Survey/questionnaire completed (monitoring and evaluation)
2010-2011		<ul style="list-style-type: none"> • Survey/questionnaire completed (monitoring and evaluation) • Materials for all support agencies reviewed and refreshed
2008-2009	5 Funding	<ul style="list-style-type: none"> • Funding Advice Worker employed • 12 per year per unitary x outreach services one-to-one • 6 x workshops Link to Training project <ul style="list-style-type: none"> - Commissioning (basic intro) - Grant applications • 150 attend Funding Fair (East Berks) • Survey/questionnaire (evaluation and monitoring)
2009-2010		<ul style="list-style-type: none"> • Draft Funding Toolkit/summary • Commissioning (increasing) • 12 per year per unitary x outreach sessions one-to-one • 9 x workshops <ul style="list-style-type: none"> - Commissioning (increasing) - bidding, contracts, policies • 170 attend Funding fair (east Berks) • Survey/questionnaire (evaluation and

		monitoring)
2010-2011		<ul style="list-style-type: none"> • 12 x outreach sessions one-to-one • 9 x workshops <ul style="list-style-type: none"> – commissioning (increasing) – bidding, contracts, policies • 200 attend Funding Fair (East Berks) • Toolkits produced - Linking to national hubs • Survey/questionnaire (evaluation and monitoring)
2008-2009	6 Consortium Development	<ul style="list-style-type: none"> • Green (traffic light) on 6 measurements • Membership reviewed • Funding options sourced and reviewed • All projects evaluated and monitored
2009-2010		<ul style="list-style-type: none"> • Review policies and procedures • Training/development refresh • Links to Bracknell Forest Partnership/ Local Authority Agreements (LAAs) embedded • All projects evaluated and monitored
2010-2011		<ul style="list-style-type: none"> • Measurement system mirroring LAA target system in place • All projects evaluated and monitored • Financial review undertaken • Plan to 2014 in more detail

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

Description of Risk	Impact	Probability	Existing controls and action required to mitigate the	Lead responsibility

			risk	
Insufficient sustained funding	Halt progress already made – Consortium disbanded	High	Alternative search for funding	BFVA Consortium
Funding for projects coming too late for continuity of existing posts	Would lose all impetus disenchanted Consortium members and frontline orgs	Medium to high	Lead agency would need to make decision whether to use reserves for short term	BFVA
Only some of the projects funded	Due to cross cutting and inter relationship of projects maximum impact lost	High	Using funding strategy in attempt to fund elsewhere	BFVA All Consortium partners