



CONSORTIA DEVELOPMENT FUND

BUCKINGHAMSHIRE INFRASTRUCTURE BUSINESS PLAN 2008-11

Consortium Name : Buckinghamshire ChangeUp Consortium

Area of Benefit : County of Buckinghamshire

Lead Body : Voluntary Action (Chiltern and South Bucks)

Contact details

Diane Rutter, Chief Officer
Voluntary Action (Chiltern and South Bucks)
C/o South Bucks District Council Offices
Capswood, Oxford Road,
Denham, Bucks
UB9 4LH

tel: 01895 837545
email: diane.volaction@googlemail.com

Summary of Consortium Infrastructure Business Plan 2008-11

Vision

The shared county vision is of equitable, strong and cohesive local communities, built through the active participation and involvement of local people. At the heart of these communities will be vibrant and sustainable voluntary and community organisations delivering their mission effectively for the benefit of their communities. The voluntary and community sector (VCS) infrastructure will support the development of effective front line voluntary and community organisations (VCOs) and provide outstanding, value for money support services that are effective, efficient and seamless.

Mission

The **goal** of the consortium is to strategically plan and set in place the infrastructure needed to support the development of effective frontline VCOs in Buckinghamshire.

Main outcome	Timeframe
Volunteer Workout Project - 70 volunteer involving organisations and 30 employers benefiting from employer supported volunteering.	By 2011
Trust me I'm a Trustee - 36 new trustee/director/governors serving on voluntary boards, 36 trustee boards using ChangeUp Governance hub toolkits, 36 trustees trained in governance, an annual countywide trustee forum.	By 2011
Volunteering for all - Wider engagement in volunteering in all communities across the county with 3% growth year on year, (includes 6 additional outreach locations and increased training and focused support).	By 2011
Involved - Wider involvement of young people in volunteering through V programme - funding agreed, details being finalised.	By 2011
Participation and Partnership Programme – Voluntary organisations actively influencing local priorities and the shaping and delivery of services.	Annually
ASP outreach - 10% annual increase in uptake of VCS training and one to one support by ASP communities.	annually
Financial Sustainability Project – 20% increase in VCOs reporting improved financial sustainability from initial baseline position.	By 2011
Consortium Support and Development	
A strong and effective consortium with:	2009
Skills audit, training plan and training received by consortium members	Annually
Delivery of projects as per agreed project management process	2011
Consultation with frontline organisations and key stakeholders	2011
Review and update of Strategic and Business Plan	

Consortium Strategic Objectives

The Consortium exists in order to:

1. Put in place sustainable VCS infrastructure that delivers support and services to meet the needs of frontline voluntary and community organisations whilst delivering value for money.
2. Ensure a minimum standard of service is available to all voluntary and community organisations in Buckinghamshire, regardless of location.
3. Ensure that targeted support is provided to priority communities – both geographical and communities of interest – based on clear evidence of need.
4. Improve the financial sustainability of local voluntary and community organisations including diversification of income sources.
5. Draw together information on strategic initiatives affecting the local VCS and link them up through the ChangeUp Consortium.

Projects have been devised to meet the strategic objectives.

Evidence of 3rd sector frontline need

The consortium strategic objectives are felt to be the right ones because:

- They address the priorities stated by the frontline organisations in Buckinghamshire which consistently identify the highest needs as being for support in relation to finances, volunteers and training.
- They support the stated overarching principles and values of equitability of support services across the county and the need for targeted support to priority areas.
- They build upon work already delivered over the past 3 years and implement outstanding work to be done, as identified within the ChangeUp Consortium's annual Infrastructure Development Plans.
- They prepare VCOs for likely future changes that will affect them.

Evidence of need for particular projects includes:

Volunteer Workout	<ul style="list-style-type: none"> • Current supply of volunteers per annum is much lower than the number of opportunities. In the year 2006-7 only about one third of the total vacancies registered with the Volunteer Centres were filled. • Many of these unfilled vacancies require current professional skills such as financial, human resource and IT which current employees are likely to have. • Local employers have expressed a need to develop their workforce and their community profile in terms of being seen as a good employer.
Trust me I'm a trustee	<ul style="list-style-type: none"> • Survey of frontline VCOs needs IDP March 2006 • Consultation workshop with frontline VCOs November 2007 • Unfilled volunteering opportunities for trustees registered with Bucks Volunteer Centres • Enquiries around governance registered with Bucks Councils for Voluntary Service
Volunteering For All	<ul style="list-style-type: none"> • Demographic mapping shows lack of representation across some population groups • Increased demand from schools for volunteering opportunities linked to community enrichment in national curriculum • Growing need for volunteer services to support an ageing population • Access to Volunteer Centres is not equitable for all members of the community

	<ul style="list-style-type: none"> • Local transport links are limited • 70 % of population live in rural communities • All surveys of local VCOs show a need for improved practices in recruiting and retaining volunteers • Feedback from LAA Volunteering Group of need for better skills in promotion and marketing of volunteering
Involved	<ul style="list-style-type: none"> • Findings of national research by Russell Commission into youth volunteering • Needs for young people and volunteering stated by frontline organisations and youth groups through the Youth Volunteering Steering Group • Volunteer Centres report demand from registered frontline organisations for younger volunteers. • County young people's strategy and youth as a cross-cutting theme in all local Community Plans
Participation and partnership Programme (3P's)	<ul style="list-style-type: none"> • Lack of engagement with and understanding of the LAA process by VCOs • Inability of VCOs to engage with each other and other partners due to capacity constraints • Inability for statutory authorities to engage fully with VCOs as there is no clear vehicle to allow this to happen effectively • Infrastructure Development Plan (March 2007) • Local Area Agreement VCS Event (Dec 2006) • Lack of visible VCS forums at present
ASP outreach	Based on the ASP research in 2005-06 and updated through a series of events in November and December 2007, where the attendees stated that their main priority for support was the provision of training to their groups and the appointment of outreach workers.
Financial Sustainability project	<ul style="list-style-type: none"> • Consultation with VCS as part of Infrastructure Development Plan (2005, 2006, 2007) • VCO networking and consultation workshops • VCS surveys seeking details of the infrastructure services deemed to be of most importance to frontline groups. • Feedback from groups working with existing Funding Advice Service • Increase in number and scope of VCS in Buckinghamshire as a result of the housing growth agenda. • BASSAC research February 2007 found that community groups were suffering as a result of more contracts and fewer grants.

	<ul style="list-style-type: none"> • NCVO's Third Sector Foresight project predicts "large increases in resources from statutory sources, particularly from central government contracts", however, they also predict "falling voluntary income for small and medium-sized organisations".
Consortium Development	<ul style="list-style-type: none"> • Consortium minutes throughout 2007 • Self Assessment Toolkit Summary 2007 which includes political, economic, geographic and social analyses of the context for the VCS in Buckinghamshire • Consortium SWOT analysis 2007 • Government drivers and directives for VCS involvement in cross-sector partnerships • Terms of reference and minutes of Compact, Local Area Agreement (LAA) and Local Strategic Partnerships (LSPs) detailing need for VCS inputs 2007

Other Supporting Evidence

- Buckinghamshire Third Sector Local Commissioning Event report (15th November 2007).
- Local authority infrastructure contract which now combines funding streams from the district and county councils and requiring equitable services across the county.
- Volunteering target in the Local Area Agreement.
- Government youth agenda on young people's volunteering including integrated youth support services as set out in Youth Matters green paper.
- Russell Commission on young people's volunteering and V implementation plan.
- Project reports for work detailed in previous Infrastructure Development Plans and now completed eg
 - Establishment of Voluntary Impact Bucks and Encompass to ensure co-ordinated and collaborative approach to all new support services
 - Single access point for infrastructure services established via phone and website
 - Integrated database for all infrastructure service deliverers
 - Integrated newsletter

Intended outcomes and long-term changes

The key changes and outcomes that the consortium seeks over the next 6 years are:

Linked to objective 1

- The expressed support needs of VCOs will be met, in particular the need to find, support and train volunteers will be improved by:
 - Enhanced infrastructure to enable an increase in Employer Supported Volunteering.
 - A countywide programme to enhance trustee and governance recruitment and training.
 - Extended volunteering infrastructure in place to support improved local involvement of volunteers, community cohesion and social inclusion.
 - Targeted youth volunteering support .
- Thematic Partnerships (3P's) will enable VCOs to influence agendas that impact on their service delivery such as the Local Area Agreement.

Linked to objective 2

- All statutory sector contracts or funding of infrastructure will require that services are provided equitably across the county and will provide sufficient funding to enable this to happen.
- All new infrastructure initiatives and services will be developed collaboratively across the whole county.

Linked to objective 3

- Areas identified as local priorities through Additional Support Programme research, Local Area Agreement or community plans will receive enhanced resources and targeted services to ensure that access to services is raised to the agreed standard across the county.

Linked to objective 4

- Voluntary and Community organisations will have access to support to enable them to address financial sustainability and to diversify their income sources. Support will be provided through information, advice and training in the following areas:
 - Business planning including financial strategies
 - Social enterprise and trading
 - Procurement and tendering
 - Raising finance through loans
 - Fundraising from individuals and philanthropic giving
 - Partnership working
 - Trustee development around financial possibilities and responsibilities
 - Quality standards.

Linked to objective 5

- The ChangeUp Consortium will be an effective strategic body which ensures that the VCS infrastructure engages with strategic initiatives affecting the local VCS.

Involvement of beneficiaries and stakeholders

Beneficiaries/ key stakeholders	How we have consulted with them	Outcome
Frontline voluntary organisations	<p>Previous IDP research, including survey and focus groups.</p> <p>Email survey of 280 VCOs in July 2007.</p> <p>Networking and consultation event 21st November 2007.</p> <p>ASP stakeholder event 6 December 2007.</p> <p>Thematic partnership research commenced Autumn 2007.</p> <p>Input of frontline reps on the ChangeUp Consortium</p> <p>Annual survey of 900 VCOs registered with volunteer centres.</p> <p>Evaluation reports from pilot employer supported volunteering activities 2005-7.</p> <p>LAA Volunteering group requests minuted 2007.</p>	<p><u>Requests:</u></p> <p>Provide infrastructure services according to expressed needs.</p> <p>Provide a channel for learning about and influencing key local initiatives that affect them.</p> <p>Help to engage with the corporate sector to find more volunteers.</p> <p>Desire for more trustees and for training of trustees.</p> <p>Help with recruiting volunteers in general.</p> <p>Help to develop marketing and communications information about volunteering opportunities.</p> <p>Training on how to manage and retain volunteers.</p> <p>Co-ordination support for thematic VCS partnerships.</p> <p>More advice on funding and related financial matters.</p> <p>Help for VCS to diversify in terms of income streams recognised.</p>

<p>Voluntary groups supporting BME, faith, Gypsy, Roma, and Traveller communities</p>	<p>ASP research published March 2006. Questionnaire distributed via mail shot 2007. ChangeUp Networking Event in High Wycombe on 20 November 2007. Joint ASP and Bucks Equality and Diversity Advisory Group Workshop in Aylesbury on 6 December 2007.</p>	<p><u>Findings:</u> Need for more support services. Lack of knowledge about existing infrastructure support services or how to access them.</p>
<p>Infrastructure organisations</p>	<p>Through local consortia meetings of Voluntary Impact Bucks, Encompass and Bucks Infrastructure Group as well as members input at ChangeUp Consortium meetings</p>	<p><u>Identified need for:</u> Adequate resourcing to enable effective service provision. A forum for shared communication to capitalise on possible new initiatives that might benefit the voluntary sector in Bucks. Volunteer Centres need to find more potential trustees. CVS analysis of the enquiries shows need for training and development of existing trustees in aspects of governance. Better engagement with both frontline VCOs and statutory authorities.</p>
<p>Local authorities and other statutory partners</p>	<p>Input of reps on the ChangeUp Consortium. Feedback at individual meetings throughout 2007</p>	<p><u>Want:</u> A strong voluntary sector that is well supported with the Changeup Consortium as a key player. Training in good practice to involve volunteers in services. Help to place their clients into voluntary roles Greater confidence that they can interface effectively with frontline VCOs</p> <p><u>Recognise:</u> Need for a sustainable VCS in order to enhance statutory</p>

		<p>services.</p> <p>Pressure on statutory budgets will mean that VCS will have to seek alternative funding streams.</p>
Employers	<p>Chiltern Business community forum 2006</p> <p>Individual feedback from employers engaged in pilot employer supported volunteering activities 2005-7</p>	<p>They want infrastructure support for an employer supported volunteering programme</p>
Local strategic partnerships	<p>Presentations at LSP meetings each year.</p> <p>Project outlines submitted for endorsement.</p>	<p>All LSPs endorsed the need for an employer supported volunteering project and Bucks Strategic Partnership pledged pump priming money.</p>
Other multiagency partnerships	<p>Consultation with Youth Volunteering Steering Group arising from the Bucks Children and Young People's Trust through its Chairperson Sue Martin of youth Focus</p>	<p>Desire for more joining up of young people's volunteering initiatives across the county to ensure the best possible outcomes for young people.</p>

The different equalities strands were consulted with either through specialist groups that represent them or through key service providers who have access to their communities. All such consultation was linked and co-ordinated by the Racial Equalities Councils and the members of the ASP partnership.

Information about different neighbourhoods was gained through census data and through consultation with the voluntary groups that are geographically based eg the Racial Equality Councils, Councils for Voluntary Service and Volunteer Centres are all district based.

Summary description of the projects identified, matched against strategic objectives

Strategic Objective	Project
<p>1 To put in place sustainable VCS infrastructure that delivers support and services to meet the needs of frontline voluntary and community organisations whilst delivering value for money.</p>	<p>Volunteer Workout The project will establish a countywide Employer Supported Volunteering Programme, delivered via a dedicated team who will work very closely with the existing volunteering infrastructure. During the 5 year life of the project an effective employer supported volunteering infrastructure will be put in place to enable ongoing delivery.</p> <p>Trust me I'm a Trustee A countywide programme to enhance governance through trustee recruitment, training and development.</p> <p>Volunteering for All Extended volunteering infrastructure to support improved local involvement of volunteers, community cohesion and social inclusion. Wider engagement in volunteering in all communities across the county with 3% growth year on year. 9 additional schools supported each year. 6 additional outreach locations extending accessibility for people in all communities regardless of location, rural isolation and transport issues. Increased training and focused support.</p> <p>Partnership and Participation Programme - 3 Ps Partnership forums will be formed from VCOs which have similar aims or areas of work in common. VCOs in the partnerships will exchange ideas and work together to influence key decision makers. They will improve the contribution of the sector to consultation, needs analysis, service design and service delivery eg through the Local Area Agreement.</p> <p>Involved – A dedicated team will work to achieve wider involvement of young people in volunteering through V funded programme</p>

<p>2. Ensure a minimum standard of service is available to all voluntary and community organisations in Buckinghamshire, regardless of location.</p>	<p>Projects described under other objectives will be delivered in such a way as achieve this. All new infrastructure initiatives and services are being developed collaboratively across the whole county. All statutory sector contracts or funding of infrastructure will require that services are provided equitably across the county and will provide sufficient funding to enable this to happen</p>
<p>3. Ensure that targeted support is provided to priority communities – both geographical and/or of interest – based on clear evidence of need.</p>	<p>ASP outreach project 2-outreach development workers will actively serve the ASP communities in Buckinghamshire in order to ensure that groups within those communities are enabled to access the training and one-to-one support provided by the existing VCS infrastructure organisations.</p>
<p>4. Enable diversification of income sources for all voluntary and community organisations.</p>	<p>Financial Sustainability Project To increase the level of support and training available to the VCS in Buckinghamshire in order to develop frontline organisations and to increase their ability to develop sustainable business models and to reduce reliance on short term funding streams.</p>
<p>5. Draw together information on strategic initiatives affecting the local VCS and link them up through the ChangeUp Consortium.</p>	<p>Consortium Development Project The ChangeUp Consortium will be supported and developed to enable it to play a full and effective strategic role in development of voluntary sector infrastructure and support of frontline VCOs in Buckinghamshire.</p>

Research into similar or related services

We know that the proposed services are not already being provided and each of the proposed projects has researched and linked with similar or related services:

Volunteer Workout

The Volunteer Centres are the only providers of employer supported volunteering brokerage that currently exists in the county. They have undertaken this as pilot projects and are all keen for there a comprehensive and sustainable infrastructure to be set up.

Similar or related service	Link with it
Business in the Community BitC	Telephone discussions. They are not currently active in our area
Hertfordshire Investing in Communities Programme project to promote Corporate Social Responsibility	Links through Dacorum Council for Voluntary Service and Volunteer Centre
4C – a new business consortium in Wycombe set up to support corporate social responsibility and social enterprise	The Volunteer Centre Manger in Wycombe, who is a delivery partner to our project is closely involved with 4C.
Volunteering England Employer Supported Volunteering project	Our volunteer centres are all accredited members of Volunteering England and have ongoing links with this project. Our project will draw upon their expertise and resources.
Milton Keynes Volunteer Connections employer supported volunteering project	This project has been running for several years. Our volunteer centre managers have had discussions with their project during its lifespan and we have drawn upon their experience and lessons learned.

Trust me I'm a trustee

The current providers are already members of the Changeup Consortium and they state that their provision is piecemeal and that there is no specially designed service targeting this in Buckinghamshire.

Similar or related service	Link with it
Trustee and governance hub	We use and promote their materials and toolkits, and would do so in this project

Volunteering for All

The Volunteer Centres within Voluntary Impact are the only infrastructure organisations offering the spectrum of volunteering opportunities and services to VCO within the county. Each VC is regularly asked for targeted support but does not have the resources to commit to hard-to-place volunteers or those from excluded demographic groups. The fall-out rate is higher for potential volunteers with specific needs.

Similar or related service	Link with it
Bucks Mind, Choice Support, Back to Base, Richmond Fellowship Trust	VC managers link with workers to support their clients to volunteer
Youth Volunteering Steering group	Promotes volunteering for young people
Racial Equality Councils in Aylesbury Vale, Chiltern and Wycombe districts	Support mainstreaming of equality and diversity; champion role of volunteer centres to BME communities and engage BME people into all volunteering opportunities;

Involved

The team will work alongside Action 4 Youth and the Volunteer Centres who currently provide youth volunteering services.

Similar or related service	Link with it
Voluntary Impact Bucks	The Volunteer Centres are all currently working on projects with schools and young people. The Involved team will link with them.
Youth Volunteering Steering group	Promotes volunteering for young people

Participation and Partnership Programme

Identified in IDP and by LAA Programme Board as a necessary gap. Voluntary Impact and the County and District Councils (joint funders) are aware that no such network is in place currently. A small number of county-wide VCS partnerships exist; these will be invited to join the programme.

Similar or related service	Link with it
ChangeUp consortium	Consortium will be kept informed of 3Ps progress
'The News' publication to	'The News' will be used to communicate the

front-line organisations	project and its progress to all parties
Routine existing forums	Will be fully engaged in project and will be able to monitor progress and feed in ideas
BEDAG: Bucks Equality and Diversity Action Group (group representing minority ethnic groups)	Proposal for BEDAG to Become a fast track group
BuDS: Buckinghamshire Disability Services (umbrella and service provider for VCOs working in the field of disability)	BuDS are interested in engaging with the programme

ASP Outreach

Research on Behalf of the ChangeUp Additional Support Programme Steering Group by Aylesbury Vale Racial Equality Council in 2005-06, through consultation with the public sector within Buckinghamshire and the questionnaire follow up in 2007 showed that these needs are not being addressed.

Similar or related service	Link with it
None	None

Financial Sustainability

Some elements of this service are already provided to a very limited. This is proving insufficient to meet all the needs of the VCS and does not give any scope to increase the remit of the service to include more detailed work in terms of social enterprise, procurement and tendering, quality standards and trustee development.

Similar or related service	Link with it
Funding Advice Service	Limited service providing 20 hours a week operated by Buckinghamshire Community Action (BCA) who will manage the expanded project. Service is part of single, countywide, contract for infrastructure services.
Social enterprise advice to the VCS	One of the CVS, Voluntary Action, has a trained social enterprise advisor who is able and willing to give advice sessions and will be able to do so through funding from this project.
Bucks & MK Social Enterprise Network	In kind and financial support to the network provided by BCA. Voluntary Action social enterprise advisor is a member of the network

Business Link -Rural Opportunities in Social Enterprise project	Project funded by BCA as part of the Rural Social and Community Programme. Voluntary Action social enterprise advisor is one of the advisors for the ROSE project. The project will cease in March 2008.
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Consortium Development

The ChangeUp consortium is the only strategic body comprising representatives of voluntary sector infrastructure, frontline and statutory partnership with the remit for capacity building and strengthening and supporting local VCOs. There is no provision apart from the Consortium so its ongoing support and development is vital for capacity building the local voluntary sector.

Similar or related service	Link with it
Bucks Infrastructure Group	All members of BIG are members of the Changeup Consortium. Meetings happen on the same day and the roles and remit have been developed in order to be complementary.
Other ChangeUp Consortia across the country	Our Co-ordinator is part of the South East ChangeUp Co-ordinators network. We have representatives on the regional ChangeUp Strategic Partnership

Key annual targets

Year	Project	Target
2008 / 2009	Volunteer Workout	70 volunteer involving organisations and 30 employers benefiting from employer supported volunteering.
	Trust me I'm a Trustee	12 new trustee/director/governors serving on voluntary boards each year. 12 trustee boards will have used ChangeUp Governance hub toolkits to enhance their governance each year. 12 trustees will have received training on governance each year. Annual countywide trustee forum.
	Volunteering for all	Wider engagement in volunteering in all communities with 3% annual growth. 9 schools supported each year. 2 additional outreach locations each year. Increased training and focused support.
	Involved	Yet to be finalised with the funder (V)
	Participation and Partnership Programme (3 Ps)	A list of partnerships, terms of reference, membership and plan for each with their own specific outcomes. 4 partnerships established and engaged in formulating local priorities, shaping and delivering services.
	ASP outreach	Raised awareness of the VCS training and one to one support available to the ASP community. Identify baseline uptake in training and support. 10% increase in uptake year on year.
	Financial Sustainability project	Identify baseline assessment of VCO financial sustainability 5 seminars. Sustainability advice to 24 VCS groups via outreach (Topics covered include: developing business planning & financial strategies, social enterprise, procurement and tendering, raising finance through loans, fundraising from individuals and philanthropic giving, partnership working, trustee development & quality standards).

	Consortium Development	Communication strategy. Skills audit and training plan. Training received by consortium members. Minimum of 4 meetings of the Consortium. Delivery of Capacity Builder funded projects as per agreed project management process.
2009 / 2010	Volunteer Workout	As for year 1
	Trust me I'm a Trustee	As for year 1
	Volunteering for all	As for year 1
	Involved	Yet to be finalised with the funder (V)
	3 Ps	As for year 1
	ASP outreach	10% increase in uptake in training and one to one support available by the VCS for the ASP community.
	Financial Sustainability	8 seminars. Outreach sustainability advice to 30 VCS groups
	Consortium Development	Minimum of 4 meetings of the Consortium. Delivery of Capacity Builder funded projects as per agreed project management process.
2010 / 2011	Volunteer Workout	As for year 1
	Trust me I'm a Trustee	As for year 1
	Volunteering for all	As for year 1
	Involved	Yet to be finalised with the funder (V)
	Participation and Partnership Programme	As for year 1 plus VCOs will have accessed procurement and commissioning opportunities through the established partnerships.
	ASP outreach	As for year 2
	Financial Sustainability	8 seminars. Outreach Sustainability advice to 30 VCS groups
	Consortium Development	As for year 2 plus Consultation with frontline organisations and key stakeholders. Review and update of Strategic and Business Plan.

Risk assessment

Description of risk	Impact	Probability	Existing controls and action required to mitigate the risk	Lead responsibility
Key personnel may leave during the life of the projects causing disruption to relationships and delay in the delivery of the projects.	Medium	Low. Although most of our staff stay throughout the life of their projects, national voluntary sector experience is that there is often a turnover of staff during a project.	Exit interviews are performed to ascertain reasons for leaving - Continuity of the projects will be maintained through the line managers and delivery partners. Good documentation will be established to enable any new personnel to pick up the history of the projects and relationships formed.	Lead agency for each project.
Existing trustees may be reluctant to attend training	Medium	Medium	As well as offering training courses an annual trustee forum will be held which existing trustees are more likely to accept as it is not badged as training. Also, the project worker will offer one to one support with individual trustee boards to introduce the governance hub toolkits.	Trust me I'm a Trustee project co-ordinator
Lack of buy in from all stakeholders could mean some areas of activity affecting the VCS might not take account of VCS views	High	Low. Current commitment from stakeholders is high	Current VCO reps in consortium to be champions of the VCS in their own organisations.	Consortium. Project leads.

Capacity and willingness of small VCOs to engage with the various activities	High	Medium	Build funding into budget for frontline VCOs expenses. Ensure current relationships, arrangements and partnerships are built on. Research has shown the need for project marketing plans to ensure that VCS are fully aware of the benefits to them of engagement	Project leads
Geographic barriers to engagement	High	Medium	Activities delivered at a variety of geographical locations throughout the county. Online forums and e-access support	Project leads
Inadequate funding to deliver all the projects	High	Medium	Funding already secured for some projects. For others funding must be sought.	Consortium and project leads

Annexes

1. Milestones and targets
2. Project lead organisations and delivery partners
3. Monitoring and performance management
4. Consortium costs showing aggregate costs for identified projects
5. Estimated staff requirements
6. Fund-raising plan
7. Marketing plan
8. Consortium structure
9. Track record
10. Consortium membership



CONSORTIA DEVELOPMENT FUND

BUCKINGHAMSHIRE INFRASTRUCTURE BUSINESS PLAN 2008-11

ANNEXES

Consortium Name : Buckinghamshire ChangeUp Consortium

Area of Benefit : County of Buckinghamshire

Lead Body : Voluntary Action (Chiltern and South Bucks)

Contact details

Diane Rutter, Chief Officer
Voluntary Action (Chiltern and South Bucks)
C/o South Bucks District Council Offices
Capswood, Oxford Road,
Denham, Bucks
UB9 4LH

tel: 01895 837545
email: diane.volaction@googlemail.com

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CONSORTIA DEVELOPMENT FUND
BUSINESS PLAN 2008-11

Annexe 1
Milestones and targets

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

Key target 1. 70 volunteer involving organisations and 30 employers benefiting from employer supported volunteering.	2008-11
Toolkits for volunteer-involving organisations and for employers produced Project launch and mass multi-media marketing 4 key employer champions in place 4 Training and awareness raising events in year 1 and 6 in each subsequent year Brokerage and capacity building support provided to individual volunteer -involving organisations Employers assisted to have Employer Supported Volunteering programmes and policies in place Volunteer placements and team challenges in place	Quarter 2 Q2 Q2 Q4,8,12 Q4,8,12 Q4,8,12 Q4,8,12
Key target 2. 36 new trustee/director/governors serving on voluntary boards (ie 12 each year).	2008-11
Survey of vol orgs to document need for trustees Countywide recruitment campaign	Q 1, 2 Q1, 3, 5, 7, 9
Key target 36 trustee boards will have used ChangeUp Governance hub toolkits to enhance their governance (ie 12 each year).	2008-11
Obtain toolkits Trustee forums Visit trustee boards to promote kits Evaluation survey	Q1 Q2, 6, 10 Q3, 5, 7, 9 Q 11
Key target 36 trustees will have received training on governance (ie 12 each year).	

Run training courses on trusteeship and governance using ChangeUp toolkits	Q4, 6, 8, 11
Key target Annual countywide trustee forum.	
Arrange annual forum	Q2, 6, 10
Key target 3% Increase per year in engagement with volunteering proportionate to demographic mix [focused especially on hard to reach and excluded communities]	2008-11
Baseline mapping to demographic data	Q1
Recruit supported volunteering workers, BME development officer and administrator	Q1
Plan targeted campaigns	Q2
Design and produce marketing materials, information pack and CD	Q3
Translate info pack	Q4 08/09
Key target 9 schools per year supported to promote volunteering opportunities and place young volunteers within the community.	2008-11
Recruit specialist worker	Q1
Plan targeted campaign	Q2
Identify participating schools	Q2
Design and produce marketing materials	Q2
Engage with targets	Q3
Key target 6 outreach locations to promote volunteering developed by 2011	2008-11
Research and cost outreach options	Q1
Define role of local champion	Q2
Identify potential partners	Q2 onward
Design and produce resources	Q3
Key target 3 events, 36 training sessions and 72 one to one case work sessions with voluntary and community organisations to improve their ability to involve volunteers	2008-11
Recruit training officer and administrator	Q1
Design and produce training calendar	Q2, 6, 10
Coordinate and deliver training	Q3 onward
Key target Involved: Yet to be finalised with the funder (V)	2008-11

Key target A list of voluntary sector partnerships, terms of reference, membership and plan for each with their own specific outcomes. 4 partnerships established and engaged in formulating local priorities and shaping and delivering services.	2008-11
Definitive list of voluntary sector thematic partnerships to be constructed, their terms of reference, membership, a timetable for their development, a detailed plan of activities and outcomes for the subsequent 2 years and the expected benefits to be delivered during the period of funding Mapping of existing arrangements completed Full needs analysis assessment completed Consultation on final plan	Q4 Q4 Q4 Q4
Fast track partnerships constructed that can evidence that the front-line groups involved have increased their participation in the LAA	End Q4
VCOs will have accessed procurement and commissioning opportunities through the established partnerships.	Q4, 8, 12
Key Target ASP outreach. Raised awareness of the training and one to one support available by the VCS for the ASP community. Identify baseline uptake in training and one-to-one support. 10% increase in uptake year on year.	2008-2011
Appointment of Outreach Development Workers Outreach workers to identify and meet with all ASP organisation to assess their needs and awareness of training provided by the VCS within Buckinghamshire. Establish baseline in ASP uptake of training and one to one support provided by infrastructure organizations in Bucks. Actively promote training and support available Track the increase in uptake of training by the ASP on a quarterly basis to ensure improvement take place Make a positive contribution and influence the delivering and design of services to meet their communities' needs.	Q1 Q4 Q4 Q4 onward Q4 onward Q1 onward
Key target 20% increase in VCOs reporting improved financial sustainability from initial baseline position 21 seminars and sustainability advice to 84 groups enabling them to diversify their income sources.	2008-2011
Recruit staff member Develop training material Plan seminars to include content and location. Identify external trainers as required Identify & book venues	Q1

Implement marketing plan Establish monitoring and feedback system Establish baseline position	
Deliver 1 seminar with a target of a minimum of 8 attendees Collate and review monitoring information Review course material and adjust as required Provide bespoke advice to 8 VCS groups via outreach Monitor effectiveness of advice	Q2
Deliver 4 seminars As above	Q3-4
Provide bespoke advice to 16 VCS groups via outreach As above	Q 3-4
Review activities and plan schedule for following year	Q4
Deliver 16 seminars As above	2009-2011
Provide bespoke advice to 60 VCS groups via outreach As above	2009-2011
Final evaluation of project	Q12
Key target A strong ChangeUp Consortium with an informed voluntary sector and effective partnership working. Communication strategy. Skills audit and training plan. Training received by consortium members. Minimum of 4 meetings of the Consortium per year. Delivery of Capacity Builder funded projects as per agreed project management process.	2008-2011
Communication strategy Skills audit and training plan Training received Consortium Self assessment review using toolkit	Q 1 Q 1 Q 4 Q 3
A renewed and updated Strategic and Business Plan	20011
Consultation with frontline organisations and key stakeholders. Agree revisions Publish updated Strategic and Business Plan.	Q 9 Q11 Q12

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**Annexe 2
Project Lead Organisations and Delivery Partners**

Organisations involved in leading or managing each project

Project	Lead Organisation	Delivery partners
Volunteer workout	Voluntary Action (Chiltern and South Bucks)	Vale Volunteers Volunteer Focus
Trust Me I'm a Trustee	Voluntary Action (Chiltern and South Bucks)	Volunteer Focus Voluntary Action The Priory Centre Youth Focus
Volunteering for All	Vale Volunteers	Volunteer Focus Voluntary Action Youth Focus
Involved	Action 4 Youth	Youth Focus Voluntary Action Vale Volunteers Volunteer Focus
Participation and Partnership Programme (3 P's)	Voluntary Impact Bucks – lead consortium	Vale Volunteers Priory Centre Voluntary Action
ASP Outreach	Aylesbury Vale Racial Equality Council	Chiltern Racial Equality Council Wycombe Racial Equality Council Bucks Forum of Faiths
Financial Sustainability	Bucks Community Action	Members of Voluntary Impact and Encompass
Consortium Development	Voluntary Action (Chiltern and S Bucks)	All consortium members

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Annexe 3
Monitoring and Performance Management

Each project described in the business plan has agreed methodologies which will be used for monitoring.

In addition the Consortium has a performance management process detailed below.

Project Monitoring Methodologies

Project	Methodology
Volunteer workout	<ul style="list-style-type: none"> - Volunteering statistics from Vbase - User satisfaction surveys - Evaluation forms from events and activities - Notes from discussions and forum meetings - Project reports submitted to the steering group
Trust Me I'm a Trustee	<ul style="list-style-type: none"> - Survey report - Volunteering statistics from Vbase - Evaluation forms from trainings and forums - Notes from discussions and forum meetings - Project evaluation report. - Project reports submitted to the steering group
Volunteering for All	<ul style="list-style-type: none"> - Monthly statistics; quarterly reporting; annual review against demographic mix - Feedback from participating organisations - Survey report - Volunteering statistics from Vbase - Evaluation forms from training, forums, events and activities - Notes from discussions and forum meetings - Project evaluation report. - Project reports submitted to the steering group - User satisfaction surveys
Involved	<ul style="list-style-type: none"> - As agreed with funder (V)

Project	Methodology
Participation and partnership Programme (3 P's)	<ul style="list-style-type: none"> - Project reviews every 2 months; - regular reports to LAA Programme Board and ChangeUp consortium
ASP Outreach	<ul style="list-style-type: none"> - Survey report - User satisfaction surveys - Evaluation forms from events and activities - Feedback from participating organisations - Uptake reported quarterly against baseline
Financial Sustainability	<ul style="list-style-type: none"> - The Sustainable Funding Projects templates will be used to capture data in terms of level of dependency on the four main sources of income and how their dependency/diversification has changed 6/12 months down the line - All organisations with which there has been some intervention either by way of attendance at a seminar or individual advice sessions will be asked to complete a feedback questionnaire that will capture their starting position and information on how they feel the intervention has been helpful or otherwise. - A follow up enquiry will be sent after 6 months to track progress/development. - All information will be included on a database. - Feedback will be used to inform further development of the projects/changes to seminar content etc.
Consortium development	<ul style="list-style-type: none"> - Annual action plan for the consortium to be reviewed at consortium meetings - Achievement of its objectives to be noted in Consortium minutes

Consortium Performance Management Process

Performance will be monitored against the agreed outputs, outcomes, milestones or performance indicators that have been agreed by the funder (or the Consortium) at the outset of each project.

Organisations or individuals tasked with delivery will submit written reports to the lead agency and to the Consortium every quarter using the format required by the funder (or the Consortium).

The lead agency will highlight to the Consortium, and to the funder, any projects that are not on track.

If an organisation is failing to perform the following will take place:

1. The consortium will note its concern and request that the organisation tasked with delivery rectify the situation within an agreed timespan.
2. If the situation is not rectified as agreed then the lead agency's chairperson will request in writing that the individual or the chairperson of the organisation tasked with delivery rectify the situation within the specified timespan.
3. If the individual or organisation tasked with delivery still fails to perform then the lead agency will refer the matter back to the Consortium at its next meeting.
4. The consortium will then instruct the lead agency to withdraw funds and will agree who will pick up the delivery of this work in their stead.

Endorsed by the Consortium 6th November 2007

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**Annexe 4
Consortium costs showing aggregate costs for identified projects**

NB Totals in the column funding from other sources **has already been secured**

Budget Heading	year 1	year 2	year 3	Total 2008-11	funding from other sources	amount of ChangeUp funding
Consortium - Direct Revenue costs						
Salaries, NI, & Pensions	15,000	15,450	15,914	46,364	0	46,364
Freelance fees	1,000	1,030	1,061	3,091	0	3,091
Recruitment	0	0	0	0	0	0
Training	3,000	3,090	3,183	9,273	0	9,273
Travel & other expenses	4,000	4,120	4,244	12,364	0	12,364
Evaluation	1,000	1,030	1,061	3,091	0	3,091
Marketing & publicity	2,000	2,060	2,122	6,182	0	6,182
Consortium Development	3,500	3,605	3,713	10,818	0	10,818
LIO Service charges	10,000	10,300	10,609	30,909	0	30,909
Other*	0	0	0	0	0	0
Total Consortium direct revenue costs	39,500	40,685	41,906	122,091	0	122,091
Consortium Overheads [Accountable Body]						
staff [management, supervision, etc.]	0	0	0	0	0	0
accommodation,	2,000	2,060	2,122	6,182	0	6,182
Utilities	2,000	2,060	2,122	6,182	0	6,182
Fund management fees	9,000	9,150	9,305	27,455	0	27,455
IT support	500	515	530	1,545	0	1,545
Total Consortium Overheads	13,500	13,785	14,079	41,364	0	39,818
Project Running costs						
Project costs not yet distributed	100,000	100,000	100,000	300,000	405,000	-105,000
Salaries, NI, & Pensions	311,672	370,861	379,807	1,062,339	218,831	843,508
Freelance fees	4,250	4,250	4,250	12,750	0	12,750
Recruitment	15,000	2,050	2,101	19,151	3,000	16,151
Training	27,720	22,611	21,415	71,746	41,565	30,181
Travel & other expenses	26,075	30,467	31,089	87,631	22,359	65,272
Evaluation	1,000	3,030	4,120	8,150	0	8,150
Marketing and publicity	56,450	9,501	12,755	78,706	28,134	50,572
Steering Group	39,351	32,753	33,415	105,519	38,760	66,759
Office costs	3,400	3,502	3,607	10,509	0	
Total Project Running Costs	581,518	575,523	588,952	1,745,993	757,649	988,344

Budget Heading	year 1	year 2	year 3	Total 2008-11	funding from other sources	amount of ChangeUp funding
Project Overheads [Lead Body]						
staff [management, supervision, etc.]	47,914	47,797	48,955	144,666	10,386	134,280
accommodation,	44,462	54,825	56,462	155,748	5,833	149,915
Utilities, inc Postage, stationary, telephone	3,200	3,488	3,376	10,064	0	10,064
IT support	1,200	1,236	1,272	3,708	0	3,708
audit costs	900	927	954	2,781	0	2,781
Total Consortium Overheads	97,676	108,272	111,019	316,967	16,219	297,967
Project Capital Costs						
Equipment purchase	21,300	1,000	1,700	24,000	2,900	21,100
Construction / refurbishment	0	0	0	0	0	0
Professional fees	300	308	315	923	0	923
Other*	0	0	0	0	0	0
Other*	0	0	0	0	0	0
Total Project Capital costs	21,600	1,308	2,015	24,923	2,900	923
TOTAL COSTS	656,118	631,301	646,951	1,934,370	760,549	1,151,176

NB, the total in the ChangeUp funding column is money that is still to be raised, hopefully some will come from ChangeUp and the rest will be applied for elsewhere.

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**Annexe 5
Estimated Staff Requirements**

Project	Job title	New or existing post	Skills	Full or part time
Volunteer workout	Project Officer	New	Project management, networking, marketing, volunteer involvement	1 FTE
	Administrative Assistant	New	Administration	0.5 FTE
	Community Fundraiser	New	Fundraising	0.2 FTE
Trust Me I'm a Trustee	Governance project co-ordinator	New	Project management, surveys, networking, marketing, training	1 FTE
	Administrator	New	Administrative	0.5 FTE
Volunteering for All	Supported volunteering worker - Aylesbury Vale	New	Work with people with specific needs/from excluded groups	0.6 FTE
	Supported volunteering worker - Wycombe	New	Work with people with specific needs/from excluded groups	0.6 FTE
	Supported volunteering worker – Chiltern & South Bucks	New	Work with people with specific needs/from excluded groups	0.6 FTE
	Development worker [countywide]	New	Youth and volunteering. Presentation skills.	1 FTE
	Development worker [countywide]	New	BME and volunteering; minority language skills; presentation skills	1 FTE
	Information officer/	New	Design, create, produce materials;	0.5 FTE

Project	Job title	New or existing post	Skills	Full or part time
	Administrator		write press articles; database & office applications	
	Administrator	New	Telephone and research skills; database & office applications	0.6 FTE
	Training officer [countywide]	New	Training design, development and delivery; needs analysis	1 FTE
	Training administrator	New	Database user skills	0.6 FTE
Involved	Development manager	New	Details not available at time of writing business plan	1 FTE
	Project worker	New	Details not available at time of writing business plan	1 FTE
Participation and Partnership Programme (3 P's)	Initially project will be executed from within existing staff capacity of Voluntary Impact. This will be reviewed in the plan for April 2008 onwards.	Existing		1.0 FTE
ASP Outreach	2 Outreach Development Worker	New	Research, community networking etc	2 FTE
Financial Sustainability	Financial Advice & Sustainability Officer	New	Knowledge of the VCS . Skills related to business planning, tendering and financial matters generally. Computer skills Training skills Presentation skills Fundraising skills – eg member of the	1 FTE

Project	Job title	New or existing post	Skills	Full or part time
			Institute of Fundraising	
Consortium Development	ChangeUp Co-ordinator	Existing as part of Voluntary Action Chief Officer post	Strategic development, Networking, administration, project management, fund management	Part time (0.3 FTE)
	Chairperson	Existing as per terms of reference, currently one of the frontline reps	Strategic overview and development, chairing and facilitation, networking	Part time (0.1 FTE)

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**Annexe 6
Fundraising Plan**

The fundraising plan and record of success for each project is given below. Some projects have already secured funding. Other projects are seeking funding from a range of sources.

It is hoped that Capacity Builders will look favourably upon funding projects within this Plan.

If Capacity Builders is only able to part fund a project then the project will be sub-divided to enable delivery of the funded components, while funds are sought elsewhere for the remaining components

Project: **Volunteer Workout**
Lead Agency: Voluntary Action (Chiltern and South Bucks)

Source of funding	Amount anticipated	Secured/ not yet secured	Application deadline (if applicable)	Decision Date (if applicable)
Bucks Strategic Partnership	£20,000	Yes	n/a	n/a
BASIS	£312,625	Yes	n/a	n/a
Income generation through the project	£60,000	Not yet	n/a	n/a

Project: **Trust me I'm a trustee**
Lead Agency: Voluntary Action (Chiltern and South Bucks)

Source of funding	Amount anticipated	Secured/ not yet secured	Application deadline (if applicable)	Decision Date (if applicable)
Capacity Builders Consortia projects	Not known	Not yet	n/a	n/a
Local Authorities – link to LAA	Not known	Not yet	n/a	n/a
Learning and Skills Council	Not known	Not yet	n/a	n/a
Needed	£203,000 over 3 years			

Project: **Volunteering for All**
Lead Agency: Vale Volunteers

Source of funding	Amount anticipated	Secured/ not yet secured	Application deadline (if applicable)	Decision Date (if applicable)
Capacity Builders Consortia projects	Not known	Not yet	n/a	n/a
V	Not known	Not yet		
LSP/LAA	Not known	Not yet		
Bucks County Council	Not known	Not yet		
Learning and Skills Council	Not known	Not yet		
Needed	£577,432 over 3 years			

Project: **Involved**
Lead Agency: Action 4 Youth

Source of funding	Amount anticipated	Secured/ not yet secured	Application deadline (if applicable)	Decision Date (if applicable)
V	300,000	Yes	n/a	n/a

Project: **Partnership Participation Programme 3P's**
Lead Agency: The Priory Centre

Source of funding	Amount anticipated	Secured/ not yet secured	Application deadline (if applicable)	Decision Date (if applicable)
Local Authorities	£50,000 per year from 2007/8 for 3 years	Secured	n/a	n/a

Project: **ASP Outreach**

Lead Agency: Aylesbury and Wycombe Racial Equality Councils

Source of funding	Amount anticipated	Lead Agency	Secured/ not yet secured	Application deadline (if applicable)	Decision Date (if applicable)
Capacity Builders Improving Reach	£270k over three years	Aylesbury Vale REC	Not yet secured	28 Jan 08	
Big Lottery Fund	£270k over three years	Wycombe REC	Not Yet secured		
Needed	£ 560k over 3 years				

Project: **Financial Sustainability Project**

Lead Agency: Buckinghamshire Community Action

Source of funding	Amount anticipated	Secured/ not yet secured	Application deadline (if applicable)	Decision Date (if applicable)
Capacity Builders Consortia projects	Not known	Not yet	n/a	n/a
Possibility of a bid to BASIS (Big Lottery)	£131,000	Not Yet secured	TBA but not before Spring 2008	TBA. Any funding not available before Spring 2009
Needed	£131 k over 3 years			



Project: **Consortium Development and Support**
Lead Agency: Voluntary Action (Chiltern and South Bucks)

Source of funding	Amount anticipated	Secured/ not yet secured	Application deadline (if applicable)	Decision Date (if applicable)
Capacity Builders	Approx £50,000 per year– to be determined by Capacity Builders	Not yet	n/a	n/a
Needed	£150 k over 3 years			

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Annexe 7
Marketing plan

Below is the overall marketing plan for the Consortium.

A detailed stakeholder analysis and communication plan is being worked on by the Consortium from January – March 2008. The marketing plan will be modified in the light of this.

In addition to the Consortium’s overall plan, each individual project has a detailed plan for its specific marketing needs.

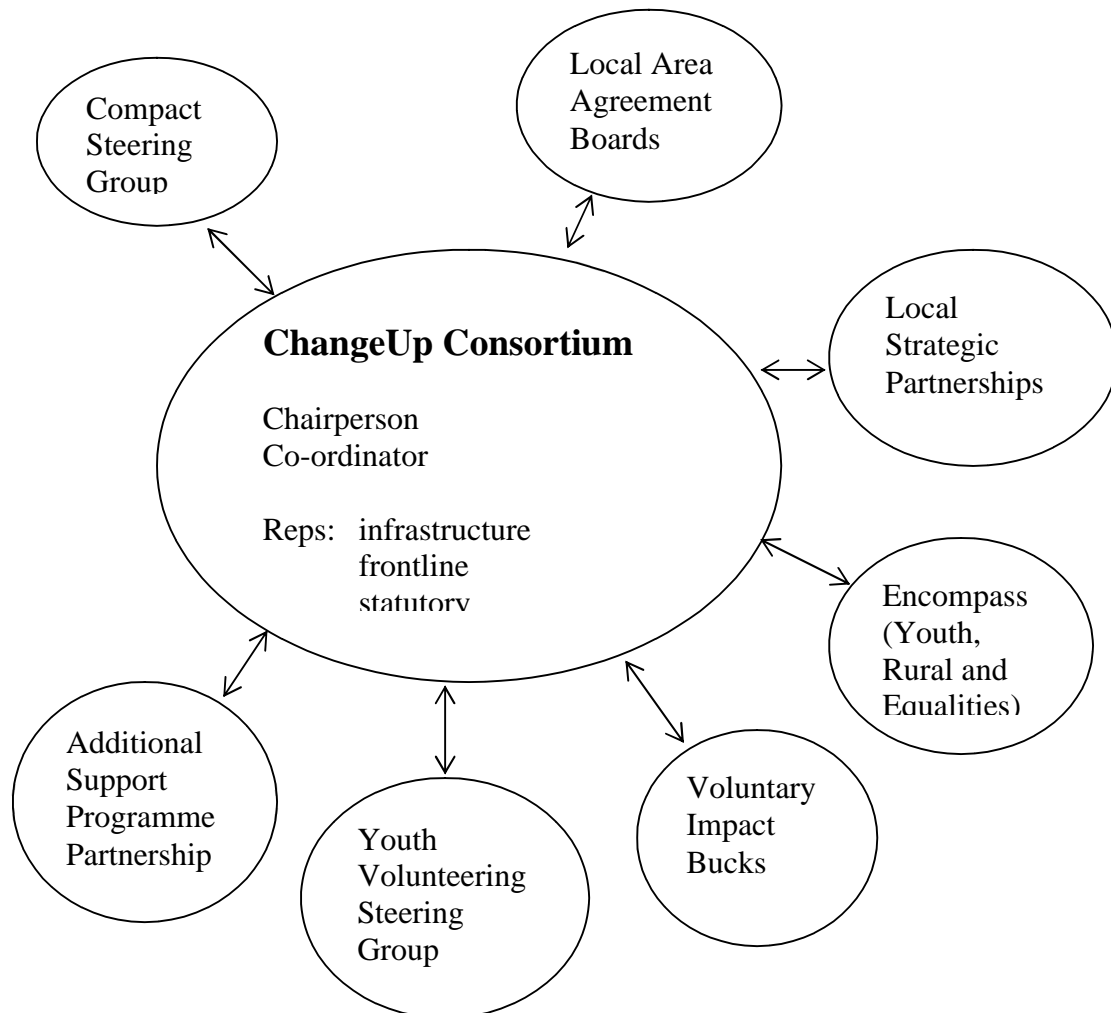
Target Audience	Objective	Methodology	Timeframe
Frontline groups	Raise awareness of infrastructure support services across the county. Actively promote specific services such as training etc. Raise awareness of how to get their voice heard and how to influence local policy	E-bulletins Newsletter Website Various information events and forums. Flyers, posters and displays at key locations across the county Presentations at key events	Monthly Quarterly Ongoing Approx quarterly Ongoing Ongoing
ASP groups	Increase take-up of existing/new services by this section of the sector	As above Personal contact by outreach worker – telephone and face to face meetings Dedicated stakeholder events	Monthly Twice yearly
Local Area Agreement board, Compact Steering Group, Local Strategic partnerships	To embed VCS issues within their work and influence their outputs	Consortium reps appointed to sit on each board, report back to the Consortium, raise issues and make presentations as appropriate	Quarterly

Target Audience	Objective	Methodology	Timeframe
Local authority and other statutory stakeholders	<p>Raise awareness of demand for infrastructure support services in the county</p> <p>Promote consortium as strategic infrastructure body</p>	<p>Officer reps on Consortium to disseminate info across their own agency Inc e-bulletins, website, newsletters</p> <p>Press releases to sector press</p> <p>Local councillors invited to infrastructure forums, AGMs etc.</p>	<p>Quarterly</p> <p>Whenever something to celebrate.</p> <p>Quarterly</p>

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**Annexe 8
Consortium Structure**

The ChangeUp Consortium comprises a chairperson, a co-ordinator and representatives of infrastructure, frontline and statutory services. It has a 2-way relationship with other key bodies in Buckinghamshire.



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**Annexe 9
Track record**

The lead agencies of each project have indicated their track record in delivering similar projects below

Project	Track Record
Volunteer workout	<ul style="list-style-type: none"> - Voluntary Action has previously managed and delivered Lottery and Community Fund projects to set up volunteering and voluntary sector support infrastructure in 2 districts of Buckinghamshire. - Voluntary Action is the lead agency for ChangeUp in Buckinghamshire and has managed and delivered the Capacity Builders programme in partnership with other infrastructure organisations across the county.
Trust Me I'm a Trustee	<ul style="list-style-type: none"> - Voluntary Action has previously managed and delivered Lottery and Community Fund projects to set up volunteering and voluntary sector infrastructure and to deliver training to volunteers and trustees in 2 districts of Buckinghamshire. - Voluntary Action is the lead agency for ChangeUp in Buckinghamshire and has managed and delivered the Capacity Builders programme in partnership with other infrastructure organisations across the county.
Volunteering for All	<ul style="list-style-type: none"> - Vale Volunteers has previously managed and delivered Community Fund projects around volunteering. - Vale Volunteers are part of Voluntary Impact Bucks and have worked collaboratively with the other volunteer centres in the county on delivering training, marketing campaigns and many other initiatives. - Vale Volunteers are also part of the Youth Volunteering Steering group and have worked with the county Youth Action agencies who have a track record of 7 years delivery of Millennium Volunteers programme in Bucks.
Involve	<ul style="list-style-type: none"> - Action for Youth has a track record of delivering voluntary sector youth projects.

Project	Track Record
Participation and Partnership Programme (3 P's)	<ul style="list-style-type: none"> - Voluntary Impact Bucks has been successful in winning the local authority VCS infrastructure tender which they are now delivering. - Member organisation, Voluntary Action, is the lead agency for ChangeUp in Buckinghamshire and has managed and delivered the Capacity Builders programme in partnership with other infrastructure organisations across the county. - Voluntary Impact bucks member organisations have representatives on all Local Strategic partnerships and Local Area Agreement boards within the county.
ASP Outreach	<ul style="list-style-type: none"> - Aylesbury Vale Racial Equality Council led the research on behalf of the ChangeUp Additional Support Programme Steering Group in 2005-06. - Aylesbury Vale and High Wycombe Racial Equality Councils have received and managed CRE Funding. - Chiltern REC has received and is managing a Big Lottery Fund project.
Financial Sustainability	<ul style="list-style-type: none"> - Bucks Community Action has delivered a successful funding advice service for 15 years. In the past 3 years nearly £1 million of external funding has been obtained by VCOs in Buckinghamshire using this service. - Many lottery and government funded projects have been delivered in recent times including work relating to Community Development, Rural Housing, Rural Businesses, and Rural Transport.
Consortium development	<ul style="list-style-type: none"> - Voluntary Action is the lead agency for ChangeUp in Buckinghamshire, has produced the annual Infrastructure Development Plan and has a track record of managing and delivering the Capacity Builders programme in partnership with other infrastructure organisations across the county.

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**Annexe 10
Consortium Membership as of December 2007**

Chairperson: Barbara Poole, frontline representative

Supported By: Diane Rutter of Voluntary Action (Chiltern and South Bucks)

	Name	Representing
Frontline Organisations:	Barbara Poole	Peoples Voices
	Kate Wilson	Iver Educational Trust
	Cora Carvey	Parents and Children Together
Infrastructure Organisations	David Campbell Michael Hunt	Buckinghamshire Community Action <i>(Rural Community Council)</i>
	Peter Lawson Ann Jenkins	Community Matters Bucks
	John Preece Bill Reid	The Priory Centre <i>(CVS Wycombe)</i>
	Jenny Hunt Val Lawson	Vale Volunteers <i>(CVS and Volunteer Centre Aylesbury Vale)</i>
	Mike Coote Diane Rutter	Voluntary Action (Chiltern & S Bucks) <i>(CVS and Volunteer Centre Chiltern and South Bucks)</i>
	John Nicholas Rosemary Parker	Volunteer Focus <i>(Volunteer Centre Wycombe)</i>
	Carol Mason Sue Martin	Youth Focus <i>(Bucks Youth CVS)</i>
	Jacqui Burnett	Aylesbury Vale Racial Equality Council

	Name	Representing
Statutory Partners	Ann Vujanic	Aylesbury Vale District Council
	Dean Taylor Chris Walkling	Bucks County Council
	Martin Holt	Chiltern District Council
	Rachael Winfield	South Bucks District Council
	Vacant	Wycombe District Council