



The first stop for governance matters in the voluntary and community sector

Governance Hub Business Plan

2007/8 to 2010/11

Website Version

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1. Introduction

1.1 Planning process

This plan has been informed by:

- The experience and results of the Governance Hub's work over the past 18 months, including research conducted by the Hub
- Consultation and input from the Hub's Core and Advisory Groups (representing nearly 40 national, regional and sub-regional infrastructure organisations reflecting the diversity of the VCO community)
- Review of research evidence and activities from the sector
- The review of the Hubs by Capacitybuilders in 2006.

The plan has been developed over a period of 6 months for submission to Capacitybuilders in January 2007. The Hub was originally asked to prepare a four-year plan but has now been asked to submit a one year plan for 2007/8. The four-year plan has been submitted to provide context for the one year plan and to inform Capacitybuilders's future planning and commissioning of governance development, with the understanding that only the first year will be funded. Activities for the last three years of the plan will need to be reviewed when there is greater clarity on the priorities, scope and level of funding from Capacitybuilders and based on outputs from 2007/8.

1.2 Key assumptions

The following assumptions have been made in developing the first year of this plan:

- Planning period: 1st April 2007 to 31st March 2008.
- Activities: Because of the short term nature of the funding, the Hub will focus on consolidating and continuing existing work. The Hub will only undertake new work if it can be completed within the year and will work to ensure sustainability of new services. The Hub will need to dedicate resources and time to:
 - commenting/contributing to Capacitybuilders's roadmap, specifically around areas of governance
 - considering tendering for national work from 2008/9 onwards
 - facilitating a smooth transition of the Hub's work in September 2007, should another body win the tender.
- Budget: equal to the level in 2006/7. The Hub is budgeted to spend £1.5m in 2007/8. Capacitybuilders has agreed to fully fund this. Income or expenditure for income generating activities have not been included in this budget, due to the short term nature of the arrangements for 2007/8.
- Scope: The Hub will be working in England focusing on the voluntary and community sector. Research into the needs of the social enterprise sector has been commissioned to inform whether and how the Hub could meet any additional needs of this sector. If the research identifies significant needs that should be met by the Hub and cannot be met within the scope of this plan, the Hub will work with others to develop a plan and seek funding for this.
- Cross-Hub working: the Governance Hub is seeking to work with other Hubs jointly on sector communications, developing a joint evaluation framework and

financial reporting systems. It is envisaged that the cross-Hub marketing work will be led by a central resource funded by the Hubs. The Governance Hub will also work closely with other Hubs on relevant topics/audiences. This work will all be funded out of the Hubs' budgets for 2007/8.

1.3 Use of terms

In this plan by 'governance' we mean 'the systems and processes concerned with ensuring the overall direction, effectiveness, supervision and accountability of an organisation'¹.

As in *ChangeUp*, the expression 'voluntary and community organisations' (VCOs) is intended to be wider than general charities and the voluntary sector, inclusive of organisations reflecting the characteristics of social enterprise but narrower in scope than the 'not for profit', 'third sector' or social economy². The business plan does not yet incorporate additional activities specifically targeted at the social enterprise sector, as the Hub is awaiting the outcome of research it has commissioned into the needs of this sector.

The terms 'board members' and 'trustees' are used to describe trustees, committee members and non-executive directors of voluntary and community organisations. Implementation of the plan will recognise that organisations with one or more members of staff tend to use the language of governance, boards and managing performance. Smaller organisations talk about organising, committees and being effective. Different terms are also used by organisations at different stages of development.

The Code refers to *Good Governance: A code for the voluntary and community sector* launched in July 2005 by the Hub.

The Trustee Standards refers to the *National Occupational Standards for Trustee and Management Committee Members* developed and launched by the Workforce Hub in May 2006.

¹ Quoted in *ChangeUp* from *The Governance of Voluntary Organisations*, Cornforth 2003

² A fuller glossary of terms can be found on pages 83 to 85 of *ChangeUp*.

2. Environmental analysis

2.1. External analysis

2.1.1 Summary of need

Good governance is essential for the health and success of all voluntary and community organisations (VCOs) be they frontline or infrastructure bodies, large or small. It enables organisations to comply, perform, respond to their stakeholders' needs, protect their missions and secure a pathway to a sustainable future. Good governance of the sector is essential to enable it to thrive, collaborate and play a full role in society.

It is widely recognised that the governance of VCOs is patchy. Whilst there are many examples of good practice and the Governance Hub has made inroads into providing governance support, in much of England:

- Trusteeship is not a role that is publicly recognised or valued by society
- Organisations struggle to find people to take on governance roles
- Boards are not diverse, which raises questions about whether they have the range of skills and experience needed to carry out their role, or are representative of the communities they serve.
- There is no single body in the sector responsible for on-going promotion of trusteeship and securing new trustees
- Induction and training of people for governance roles is often poor and sometimes non-existent
- Insufficient effort is put into developing people's governance skills and understanding of roles and responsibilities
- Most governing groups do not review their own performance or systematically learn from their experience.

The Governance Hub has carried out a review of existing research and commissioned an extensive survey into current needs, attitudes and perceptions of trustees and those who work with them, in order to thoroughly understand their needs. This has been used to inform the work of the Hub and has been shared with others in the sector. Below are some of the findings that highlight the key needs of frontline and infrastructure organisations:

2.1.2 The needs of frontline organisations

Board composition

There are around:

- 190,000 registered charities in England and Wales with a combined income of around £38bn³ – this does not include the many thousands of voluntary and community organisations (estimated as a further equalling the numbers registered) that are not registered. The Commission estimates that there are around 80,000 charities that do not need to register with them. Of the registered

³ *Start as you mean to go on*, Charity Commission, July 2005

charities, two thirds have an income of less than £10,000 but 8% account for over 90% of the annual income recorded⁴.

- 55,000 social enterprises⁵
- 580 Community Interest Companies (CICs) registered by November 2006⁶

At the end of March 2005, the Charity Commission held details of 890,000³ trustees of registered charities. The figure excludes trustees of unregistered and exempt charities. Based on the estimate that there are 80,000 charities that don't need to register with the Commission, and that the average board size is estimated to be 10⁷, it is estimated that there could be up to 800,000 board members of non-registered charities and community groups.

Board members have many titles (e.g. trustee, management committee member) and so are not always easily identified or recognised.

76% of trustees are over 45 years old and only 0.5% are under 25 years³. Only 4.7% of trustees are from the BME community⁷. There is a need for boards to be more diverse so that they reflect the communities that they serve, have a diverse range of skills and experience and are sustainable in the future. Although organisations are gaining an awareness of the benefits of board diversity, there is a need for an on-going drive to promote trusteeship to individuals from more diverse communities and to support VCOs to make their aspiration of diversity on boards a reality. Information on this topic exists but needs to be made routinely and universally available.

Board recruitment

In larger organisations, the trustee recruitment process tends to be more formal than in smaller organisations. However, around 40% of organisations have difficulty filling board vacancies, which could partially relate to the fact that 81% only use word of mouth³. National volunteering recruitment websites (e.g. www.do-it.org.uk) exist, as do a number of small trustee promotional and brokerage organisations (e.g. Getting on Board and Reach). Some organisations promote trustee vacancies as a minor part of their service (e.g. voluntary sector recruitment agencies). There is a need for a national body to be responsible for the systematic promotion of trusteeship to individuals and employers across the UK to recruit trustees on a local, regional or national level. Furthermore, although some local Volunteer Centres advertise local trustee vacancies on their websites, they need training and support on promoting these vacancies and proactively encouraging VCOs to advertise and fill their vacancies. Research shows that only between 6% and 22% of boards use a job description when recruiting trustees³. Anecdotal evidence suggests that this results in a mismatch of the people needed on the board and those recruited. Many trustees also have a poor awareness of their roles and responsibilities. There is a need for this information to be routinely made available for trustees before they accept and embark on their role.

⁴ Charity Commission website, December 2006

⁵ Social Enterprise Coalition website, December 2006

⁶ CIC Regulator website, November 2006

⁷ *Recent trends in charity governance*, Chris Cornforth, 2001

Board induction

Less than half of trustees receive an induction³. In contrast to board members in parts of the public sector (e.g. schools, NHS Trusts), those in the voluntary sector do not have routine access to induction materials and training. There is a need for a structured and consistent induction programme to be made available to board members in the voluntary sector so that they have clarity about their role and responsibilities and are able to undertake their role successfully.

Board support and development

Over 80% of trustees become trustees because they have a desire to help an organisation dedicated to a good cause⁸⁸. The majority of respondents to the Hub's most recent survey had extensive managerial or professional experience. However, only 6% felt that trustees and chairs usually have all the skills needed for board membership and that further learning is not a priority. In recent research, the Hub has identified that board members would like to receive support in the following ways⁷:

- **Information:** The most useful form of assistance to VCOs is through the provision of accurate and consistent information, particularly when accessible on-line. This re-enforces the value and cost-effectiveness of nationally provided resources. It also underpins the investment the Governance Hub is making in its website, e-publishing of materials and an e-learning scheme. However, it is important to recognise that many trustees, particularly in small community organisations, still have limited access to the Internet, though this is decreasingly the case. Therefore, it is important to provide information via paper-based materials and telephone to ensure maximum reach and accessibility.
- **Learning schemes:** Around two thirds of trustees would take part in structured learning programmes. Nearly half would take part in schemes leading to a qualification relating to governance. Almost half of trustees would like to take part in a learning group; at present only 10% of trustees have access to such a group.
- **Mentoring:** 45% of trustees would like to have access to mentoring or shadowing; at present only 21% have access to this. The Hub has commissioned a pilot project to develop this further.
- **Networking:** Board members also cited that they would find it useful to share experiences via mentoring, networking, shadowing and peer exchange mechanisms.

Trustees are also concerned and confused about their potential liabilities as board members. Information on this topic is patchy and often inconsistent. There is a need for boards to have clear, consistent and unequivocal information. The Hub is leading on this work, has researched the needs of trustees, reviewed the advice and support available and launched a resource to support trustees.

2.1.3. The role of infrastructure organisations

The Charity Commission is the independent regulator for charitable activities in England and Wales. Charities are able to access support from the Commission regarding the regulatory issues via the Commission's helpline, website, publications and guidance documents, visits and events. The Commission provides key publications about

⁸ *Support and resource needs of trustees and chairs in voluntary and community organisations*, Governance Hub, July 2005

trusteeship and trustee recruitment, which are the main source of information to trustees at present. The Commission also holds a register of all trustees and communicates regularly with them through its newsletter. All CICs register via the CIC regulator, which features some information on governance on its website.

A host of individuals and organisations provide support to VCOs on governance on a national, regional and local level. These include Councils for Voluntary Service (CVSs), Volunteer Centres (VCs), professional bodies, umbrella organisations and independent consultants. Infrastructure bodies play a critical role in supporting frontline organisations through their governance development activities, including:

- **Research:** carrying out research into the needs of specific audiences, sharing findings with others and contributing to a national body of evidence on governance.
- **Awareness raising:** with their specific audiences.
- **Standards:** contributing to the development and use of the Code and Trustee Standards, embedding them into their own governance materials and programmes and adapting them for their specific audiences.
- **Support:** ensuring provision of support to organisations and individual trustees and chairs via advice, learning schemes, mentoring and networks. Infrastructure organisations are also key in developing, testing and disseminating new models of support. The Hub's research into the support and learning needs of chairs specifically identified that most chairs would like services such as mentoring, training and induction provided primarily from local, regional or specialist infrastructure organisations, and that the Hub should facilitate and co-ordinate this.

Research into advisers' needs has shown that they want the Hub to:

- develop a 'body of knowledge', sign-post services to users, identify and help fill gaps in services and resources
- help manage the 'market' of governance advice, setting in place quality standards and other means of assuring the quality of services
- advocate for funding for governance advice
- provide support for advisers working with specialist groups
- develop and disseminate standards, frameworks, and resources
- provide and/or coordinate training, networking opportunities
- develop new models of good practice for wider replication.

2.1.4 What is the best way of meeting the need?

There is clearly a need to increase the supply of trustees, improve support for trustees, chairs and boards and increase governance capacity across the sector. In order to achieve these objectives there is a need for an integrated programme of research, awareness raising, standards development and support activities to be carried out in partnership with national, regional and local infrastructure bodies.

- **Research:** into the awareness, views and needs of those responsible for and involved in governance, and the benefits of good governance.
- **Awareness raising:** with the public to increase awareness of trusteeship and recruit individuals with the appropriate skills and experience from diverse

communities. With the sector to raise awareness of the importance of governance and where to seek help.

- **Standards:** Development, promotion and embedding of standards for boards and individuals and development of new standards where a gap or clear need is evidenced.
- **Support:** Development and dissemination of information for VCOs and infrastructure bodies via a website, telephone helpline, publications and training events. Promoting, providing and enabling learning schemes: providing up to date information about methods, resources, courses and providers, and catalysing appropriate local, regional or national development of learning schemes and resources.
- **Influencing:** funders, key decision-makers, employers and media to support the development of governance in the sector.
- **Partnership development and coordination:** amongst national infrastructure organisations to plan, develop and deliver coordinated and cohesive support directly to front-line organisations and by building the governance development capacity of regional, sub-regional and local infrastructure organisations.

The Hub's specific role with frontline organisations is to:

- act as the entry point for information and signposting to services
- share and promote good practice
- influence VCOs to act as beacons of best practice and support other organisations
- support directly organisations with specialist needs that are not met through regional and local bodies and need some national coordination.

The Hub's specific role with infrastructure organisations (generic and sub- sector specialist) is to:

- support and influence them to develop their governance services
- map and signpost their services to users
- enable the development of partnerships to deliver co-ordinated and more effective services
- influence funders and others to support this development.

VCOs, and those that support them, have significant needs in the area of governance. It is encouraging that there is increasing recognition of the need to strengthen governance within the sector. Frontline and infrastructure organisations are clear about how they would like to receive this support. However, in order to secure lasting change across the sector, strategic partnerships need to be formed between national, regional and local organisations to enable greater cohesion. Longer term funding needs to be targeted to maintain a central focal point for VCO governance and to develop capacity for governance support work.

Table showing key information about governance and trusteeship in the voluntary and community sector

No of voluntary and community organisations
No of main registered charities in England and Wales : 190,000 ³ No of non-registered charities and community groups: estimated as equal to registered charities No of social enterprises in the UK: 55,000 social enterprises ⁵ No of registered CICs (Community Interest Companies)in the UK: 580 ⁶
Annual income
Combined income of main registered charities in England and Wales: £38bn. Two thirds of charities have an income of under £10,000. 8% of charities account for more than 90% of income ⁴ Combined income of non-registered charities in England and Wales: not known Combined income of social enterprises: £27bn ⁵
Number of trustees and board members
No. of board members of registered charities in England and Wales: 890,000 ³ No of board members of non-registered charities and community groups: not known but estimated that there are one million trustee positions in England and Wales No of board members of social enterprises: not known
Board composition
Average board size: 10, 19 for large charities ⁷ Average age of board members of registered charities: 76% over 45; 42% over 60; 0.5% under 24 ³ Gender of board members of registered charities: 55% male; 70% male for large charities ³ Ethnicity of board members: 4.7% BME ⁷ Disability and sexuality: not known
Board recruitment
Charities experiencing difficulty filling vacancies: 39% ³ Charities using role description to recruit trustees: 22% ³ Charities using word of mouth to recruit trustees: 81% ³ Charities that undertook skills audit before recruitment: 17% ³
Codifications
Good Governance: A Code for the Voluntary and Community Sector (the Code) National Occupational Standards for Trustees and Management Committee Members (Trustee Standards) Range of standards for specialist sectors
Governance Support
National: <ul style="list-style-type: none"> • Charity Commission • National infrastructure bodies • National associations and umbrella bodies • National 'federated' charities with independent local 'branches' • Universities/other learning providers • Government departments commissioning services to VCOs Regional: <ul style="list-style-type: none"> • Regional networks (9) • Regional Development Agencies Sub-regional/Local: <ul style="list-style-type: none"> • ChangeUp Consortia (approx 127) • Councils for Voluntary Service (CVSs 320+) • Volunteer Centres (VCs 400+) • Neighbourhood anchors • Other local VCS development agencies, including sub-sector projects • Local and sub-regional VCS training/learning consortia • Local authorities and PCTs Specialist: <ul style="list-style-type: none"> • Professional law firms specialising in charity law and governance and pro-bono initiatives • Professional accountancy firms specialising in charity finance and investment • Independent trainers and consultants - sole traders and small and medium companies

2. 2. Internal analysis

2.2.1 What is the Governance Hub?

The Governance Hub was formed based on the following principles:

- The Hub is a partnership of eight voluntary and community sector organisations that have come together to co-ordinate a major programme of governance development in the VCOs.
- The majority of the Hub's projects are commissioned and delivered by organisations best placed to deliver specific parts of its programme.
- National voluntary organisations involved in the Hub continue to have their own governance development programmes.
- The Hub consists of a Core Group that manages the Hub's work, a small staff, an Advisory Group, an Accountable Body, and a Reference Group. NCVO is the Accountable Body.
- The Hub is not a separate legally constituted organisation. It is a partnership of voluntary and community sector organisations with a significant role in governance.

2.2.2 Resourcing and management arrangements

Core Group

The following eight members of the Core Group oversee the Hub:

Individual	Organisation
Nick Aldridge	Association of Chief Executives of Voluntary Organisations (ACEVO)
Mark Parker	British Association of Settlements and Social Action Centres (bassac)
Jeremy Crook	Black Training and Enterprise Group (BTEG)
Karen Heenan	Charity Trustee Networks
Anna Hoyle	East Cornwall CVS (ECCVS)
Dianne Leyland	National Association for Voluntary and Community Action (NAVCA)
Ben Kernighan	National Council for Voluntary Organisations (NCVO)
Barbara Reginer	Volunteering England (VE)

The role of this group, as set out in the Memorandum of Understanding, is to:

- Determine the Hub's future strategic direction and approve the annual business plan
- Oversee the implementation of the business plan
- Monitor progress and evaluate its impact
- Promote and guard the Hub brand
- Act as ambassadors for the Governance Hub and champion good governance within the sector
- Consider advice from the Advisory Group and Reference Group.

The Core Group meets every 6 weeks. It is an active group that ensures commitments are delivered to the required quality at the planned time, and that member organisations use their networks and contacts to ensure dissemination and uptake of Hub products and services. Members make a formal commitment to the group for the period of funding. Unless there are exceptional circumstances, members do not delegate their place to other people in their organisations. Changes in membership of the Core Group have to be agreed by members of the Core Group and by the Accountable Body. All members of the Core Group devote between 18 and 24 days per year to discharging the responsibilities of the Core Group and are paid for their attendance at Core Group Meetings.

Chair

Gill Edelman is the independent chair of the Governance Hub responsible for:

- Leading in ensuring Core Group members comply with the Code of Conduct and its Memorandum of Understanding
- Working jointly with the Accountable Body in reviewing management arrangements for the project and in resolving any difficulties in collaboration with the Core Group and Accountable Body
- Representing the collective view and decisions of the Core Group and acting as a conduit between the Core Group, the Accountable Body and the Governance Hub team
- Working in partnership with the Accountable Body and Governance Hub team in leading the organisation's relationships and communication with key stakeholders
- Contributing to the Head of Hub's appraisal
- Exercising a degree of autonomy on specific issues, where it is not practical to consult with Core Group members, subject to keeping them informed.

Accountable Body

NCVO, as the Accountable Body is responsible for:

- Providing the legal personality of the Hub
- Receiving and administering funds
- Managing the Hub budget
- Employing the Governance Hub team and housing some of its members
- Ensuring operational delivery of the project by the Governance Hub team
- Contracting with other providers to deliver elements of the Hub's activities
- Monitoring and reporting overall progress against plans on a monthly basis to the Core Group
- Accounting to Capacitybuilders and other funders.

Advisory Group

The Advisory Group supports the Core Group by:

- Providing advice, guidance, information and expertise to help shape the overall development of the Hub's business plan
- Representing the collective view of its members and other stakeholder VCOs (as opposed to individual organisations' views) in order to ensure the work of the Hub meets the needs of all its intended beneficiaries
- Reviewing the work of the Core Group for timely and effective delivery of a plan which meets the needs of the Hub's intended beneficiaries

- Listening to and taking on board the views of a Reference Group and ensuring that, where appropriate, these views are reflected in the Hub's plans
- Supporting the Hub by acting as champions and as ambassadors.

The group consists of around 28 representatives of volunteering, rural, BME, faith, social enterprise, and public sector organisations; funders; the private, public and academic sectors; and regional and sub regional bodies. Capacitybuilders is invited to attend. The Advisory Group meets at least three times a year and is chaired by the Chair of the Hub. The Core Group selects the members of the Advisory Group.

Reference Group

The Reference Group consists of around 100 people and organisations in the field willing to comment on the plans and performance of the Hub. This group contributes mainly by email. The Hub also communicates with over one thousand organisations through its newsletter group.

Staffing

The existing Hub team consists of:

- 1 Head
- 3 Implementation Managers
- 2 Communications Officers
- 1 Administrator
- 0.5 Events Coordinator to support the Partnership Programme (for a limited period)

The team is currently located in NCVO, CTN and VE offices.

Commissioning

The Hub mainly works by commissioning and co-ordinating work along the following lines:

- Core tasks including commissioning, monitoring and co-ordinating are undertaken by Hub staff
- All other key tasks are commissioned according to the commissioning and partnership frameworks
- Commissioning of any work costing over £10,000 is by competitive tendering, unless the work clearly builds on existing ongoing activity
- Organisations with an interest in a commission absent themselves as appropriate from the design of the work and from the decision making process, as per the Hub's Conflict of Interest policy
- The Chair of the Hub has an overview of the commissioning process and has a veto over any commission.

Part of the commissioning process requires the commissioned party to present a detailed delivery plan that:

- Reflects the objectives of this business plan
- Includes a financial plan indicating anticipated income from sales of products and services.
- Specifies the intended impact of their work and how it will be measured
- Identifies risks and mitigating actions.

Hub policies and procedures

The Hub has policies and procedures, developed and approved by partners, around partnership working, pricing and commissioning.

Hub resourcing

The Hub's expenditure budget for the first two years has been £2.5m. 70% of this budget is projected to be spent externally on commissioning and partnerships.

2.3. SWOT

Strengths	Weaknesses
<ul style="list-style-type: none"> • Good ownership and participation of sector through Core, Advisory, Reference Groups and project steering groups • Team with governance experience/expertise and track record of delivery • Evidence based developments • Transparent and operational commissioning • Standards developed, endorsed, disseminated, being adopted • Information services developed and promoted – high traffic on website • Range of learning schemes developed and piloted for future replication • Increasing sector awareness and uptake of resources and services • Coverage across 9 English regions • Coordinated Hubs activities, such as SKiLD • Increased awareness of the Code 	<ul style="list-style-type: none"> • Low public awareness of VCO governance and trusteeship • Lack of a ‘burning platform’ within the sector to improve its governance • Lack of investment by mainstream funders in governance development • No formal delivery model between national and local infrastructure • Activities surrounding review overshadowing positive feedback from GH’s users/partners • Capacity of ‘hard to reach’ groups barrier to strategic development of programmes • Hub dependent on single source of short-term funding • Commissioning policy creates barrier to large strategic partnerships • Lack of direct access to very large constituent of organisations and individuals • Unstructured market for governance advice
Opportunities	Threats
<ul style="list-style-type: none"> • Increasing profile of governance across all sectors • On-going government commitment to strengthening the VCS to provide public services and a voice for communities • Commitment to strategic investment in governance development by government and a few other funders • New Charities Act 2006 supporting trustees • SORP/ SIR leading to reporting on governance costs • Promotion of volunteering and citizenship • Promotion/support of trusteeship by employers, as part of CSR and HR • New and growing social enterprise sector • Greater awareness of diversity issues within sector • Potential to meet civil renewal agenda through trusteeship • Upskilling of regional/sub regional infrastructure and other advisers in governance development • Technology enabling communications with diverse and fragmented audiences • Sector acknowledgment that Hub needs to act as central portal and resource base • Charity Commission working in partnership to access audiences • Potential inter/intra sector collaboration to maximise reach, minimise duplication • Potential to diversify funding sources for Hub to ensure long term sustainability 	<ul style="list-style-type: none"> • Lack of long term funding commitment from/for Capacitybuilders leading to staff loss • Sector saturated with information/initiatives • National budget devolved regionally/locally removing engine for national drive • Possible economic downturn will divert budgets away from governance development • Ageing population and increase in retirement age potentially reducing number of available volunteers • Competition from public sector boards advertising posts in national media and offering structured induction and support for paid non-executive roles • Negative media coverage about poor governance within sector • Litigious society plus perception that trustee role is vulnerable puts off potential trustees • Competition within sector to run governance work will fragment services and confuse users

3. Underlying principles

In October 2004, the Founding Group of the Governance Hub agreed the following underlying principles for the Governance Hub. These help define its philosophy and activities.

- The primary purpose of good governance is to enable organisations to deliver their missions more effectively
- The common principles supporting good governance are embedded in the Code
- However, there is no one approach to delivering good governance - appropriate governance varies with the characteristics of organisations, in particular by size and type of organisation
- The Hub should build on existing learning and skills to help voluntary and community organisations raise their standards of governance
- The Hub should signpost other organisations and existing information first, and develop or commission new materials and activities only where there are gaps
- The Hub should link effectively with many other bodies including the other Hubs, regions, and sub-regional and local consortia of infrastructure organisations.

This plan has been built on the ten principles that underpin *ChangeUp*. It lays particular stress on measuring outputs and seeking outcomes and demonstrating achievements, quality and value for money. It is envisaged that this business plan will evolve and change over time as additional information becomes available from users. This information will come from a range of sources including:

- The governance healthcheck of the sector, which will be commissioned by the Hub every two years
- Feedback from national, regional, sub-regional infrastructure bodies, funders, users
- The Advisory Group and Reference Group

4. Vision

That all voluntary and community organisations in England are governed well to enable them to fulfil their mission and play a positive and trusted role in society.

5. Mission

The Governance Hub aims to improve the quality of governance in the voluntary and community sector across England.

The Governance Hub:

- acts as a catalyst, resource and co-ordinating body for the development of good governance in the sector
- fosters collaborative working between national and regional infrastructure bodies
- develops and disseminates models of good practice
- provides access (some directly, some indirectly) to practical resources and support

- attracts support from other sectors and the public.

6. Objectives

1. To increase the supply of trustees and board members, with the range of profiles, skills and experiences needed by VCOs
2. To enhance the knowledge and skills of trustees, board members, senior managers and others involved in governance
3. To enhance the governance capacity of organisations to deliver their mission, engaging and involving their key stakeholders
4. To promote good governance in the voluntary and community sector

7. Values

Passionate: we are passionate about the importance of good governance to the maintenance and development of an independent and vibrant third sector.

Collaborative: we aim to work with a range of partners to identify and meet the needs of the sector and help ensure the sustainability of governance development within the sector.

Inclusive: we aim to promote the role of individuals from diverse backgrounds in the governance of voluntary and community organisations and to ensure access to governance support for all organisations.

Effective: we aim to ensure access to high quality resources and services developed in partnership with specialists in the field.

Responsive: we aim to listen to and respond to the needs of the sector through our advisory and reference bodies and targeted research.

Impartial: we aim to provide impartial views and services based on evidence and knowledge gathered across the sector.

8. Outcomes

Outcome by audience	Baseline measure	*Measured by at the end of 4 years
Objective 1: To increase the <u>supply</u> of trustees and board members, with the range of profiles, skills and experiences needed by VCOs		
1.1 Trusteeship is recognised and valued as a fulfilling and critical role in society	No data available on awareness of/ support for trustees	100m reach in the media about trusteeship/VCO governance 10% of 18-65 year olds aware of trustee role
1.2 There are more trustees and VCOs find it easier to recruit trustees	No. of board members of registered charities in England and Wales: 890,000 ⁶ No. of board members of non-registered charities and community groups: not known but estimated that there are one million trustee positions in England and Wales No. of board members of social enterprises: not known. 39% of charities experience difficulties filling trustee vacancies	Through a national trustee recruitment portal: - 30,000 individuals access information on trustee vacancies and 7,500 register their interest - 5,000 vacancies are advertised 35% of charities experience difficulties recruiting trustees
1.3 VCOs utilise better recruitment practices to improve the diversity and quality of their board members	80% of charities recruit via word of mouth; 20% of charities use other recruitment methods 22% of charities have a job trustee description 22% of charities undertake a skills audit before recruitment 42% of trustees are over 60 years; 34.5% between 45-59 years; 23% between 25-44 years; 0.5% are under 25 years; 4.7% trustees from BME groups; no figures for disabled/other diversity segments	30% of charities use methods, other than just word of mouth, to recruit trustees 30% of charities have trustee job description 26% of charities undertake a skills audit before recruitment 37% of trustees are over 60 years; 36.5% between 45-59 years; 25% between 25-44 years; 1% are under 25 years More boards have policies and practices that encourage the recruitment and support of trustees from diverse

		backgrounds. VCOs are able to advertise their trustee vacancies via a well known, national portal for trustee recruitment.
1.4 Employers actively encourage, train and support their employees to be trustees as part of their staff development programmes		60 of the Top 300 VCOs and 5 of the Top 100 employers have specific policies and programme to promote trusteeship and support employees wanting to become trustees.
Objective 2: To enhance the <u>knowledge and skills</u> of trustees, board members, senior managers and others involved in governance		
2.1 More trustees and chairs have the knowledge skills and confidence to fulfil their responsibilities as Trustees/Board members	No current register beyond CC annual returns.	Up to 45,000 trustees and chairs access the support needed at their stage of development including an induction pack and annual update. Up to 5,200 trustees and chairs participate in the <i>Governance Matters</i> accredited learning scheme based on the Code and Standards. Chairs and trustees have access to information on governance support including advisers, resources, trustee and chairs networks, learning groups and mentoring schemes.
2.2 More chief executives and senior managers have the knowledge, skills and confidence to fulfil their governance responsibilities/work effectively	Estimated no. of CEOs = 30,000	At least 5,000 CEOs receive an update about governance and 400 participate in the <i>Governance Matters</i> learning scheme.

with Trustees/the Board		
Objective 3: To <u>enhance the governance capacity</u> of organisations to deliver their mission, engaging and involving their key stakeholders		
3.1 Boards have the policies, systems and processes to ensure good governance		The Code of Governance continues to be used as the model for the sector. Up to 110,000 organisations registered with the Charity Commission receive an annual update about governance including the governance standards, planning, review; board recruitment; organisational structure and the impact on models of governance; and key stakeholder involvement in governance. 90 of the largest charities sign up to adopting the Code.
3.2 People providing governance advice, support and training have the resources, knowledge and skills to support VCOs in governance issues	At least 2,000 including 320+ CVSs, 400+ VCs, community anchors, national infrastructure, specialist and umbrella organisations, accountancy and law firms, consultants plus others.	Up to 800 people providing governance advice, support and training have access to regular updates on governance and how to provide support, including the Code and Trustee Standards. 400 advisers and trainers access a governance training programme.
3.3 Regulators support organisations and individuals by proactively signposting them to the right support	Code signposted in key publications e.g. CC3.	Hub and Charity Commission work in partnership to provide governance information to registered charities and their board members.
3.4 Funders - take into account the quality of governance of organisations when making funding decisions - provide support for	SORP 2005 requires VCO accounts to report governance costs.	30 of the top 300 trust and foundation funders use information based on the Code to assess quality of governance in organisations applying for funding National and local government agencies are aware of the Code when assessing the quality of governance of VCOs

organisations to develop their on governance fund the Hub's work		they are working with.
3.5 Academics/researchers continue to develop a bank of knowledge on trusteeship and VCO governance		7 new pieces of governance research are carried out, reported and used to inform future work in governance.
Objective 4: To <u>promote good governance</u> in the voluntary and community sector		
4.1 Media promote trusteeship as an important role and promote the good governance taking place in the VCO sector		See outputs on 1.1.
4.2 Key opinion formers recognise and support the role of trustees and are seen to take on roles more publicly		Existing high profile trustees promote trusteeship and the Hub's campaigns. Trustees are recognised via an annual award.

*Outcomes for the Governance Hub will be reviewed after the Year 1, as part of the longer term planning process.

9. Detailed 4-year plan by outcome

Outcome by audience	Measured by at the end of 4 yrs	Outputs			
		Year 1	Year 2	Year 3	Year 4
Objective 1: To increase the <u>supply</u> of trustees and board members, with the range of profiles, skills and experiences needed by VCOs					
1.1 Trusteeship is recognised and valued as a fulfilling and critical role in society	100m reach in the media about trusteeship 10% of 18 -65 year olds aware of trustee role	3 key sector/ media partners recruited. First Trustee Week launched in January 2008. 10m media reach secured about governance, trusteeship and the Hub. 50,000 website unique visits secured. Results appraised and reported.	3 key sector/ media partners recruited. Trustee Week run in 2009. 30m media reach secured about governance, trusteeship and the Hub. 60,000 website unique visits secured. Results appraised and reported.	3 key sector/ media partners recruited. Trustee Week run in 2010. 30m media reach secured about governance, trusteeship and the Hub. 70,000 website unique visits secured. Results appraised and reported. Research into public awareness of trusteeship carried out and reported.	3 key sector/ media partners recruited. Trustee Week run in 2011. 30m media reach secured about governance, trusteeship and the Hub. 80,000 website unique visits secured. Results appraised and reported.
1.2 There are more trustees and VCOs find it easier to recruit trustees	Through a national trustee recruitment portal: - Up to 30,000 individuals access information on trustee vacancies and 7,500 register their interest - Up to 5,000 vacancies are	National trustee recruitment portal set up, following feasibility study.	Through a national trustee recruitment portal: - Up to 10,000 individuals access information on	Through a national trustee recruitment portal: - Up to 10,000 individuals access information on	Through a national trustee recruitment portal: - Up to 10,000 individuals access information on

	advertised 35% of charities experience difficulties recruiting trustees		trustee vacancies and 2,500 register their interest - Up to 1,000 vacancies are advertised	trustee vacancies and 2,500 register their interest - Up to 1,500 vacancies are advertised	trustee vacancies and 2,500 register their interest - Up to 2,500 vacancies are advertised
1.3 VCOs utilise better recruitment practices to improve the diversity and quality of their board members	30% of charities use methods, other than just word of mouth, to recruit trustees 30% of charities have trustee job description 26% of charities undertake a skills audit before recruitment 37% of trustees are over 60 years; 36.5% between 45-59 years; 25% between 25-44 years; 1% are under 25 years More boards have policies and practices that encourage the recruitment and support of trustees from diverse backgrounds. VCOs are able to advertise their trustee vacancies via a well known, national portal for trustee recruitment.	500 individuals access information and resources on good practice in trustee recruitment Cross-sector trustee recruitment group set up and meeting at least once per year See outputs for 1.2	1,000 individuals access information and resources on good practice in trustee recruitment Cross-sector trustee recruitment group meeting at least twice per year See outputs for 1.2	1,500 individuals access information and resources on good practice in trustee recruitment Cross-sector trustee recruitment group meeting at least twice per year See outputs for 1.2	2,000 individuals access information and resources on good practice in trustee recruitment Cross-sector trustee recruitment group meeting at least twice per year See outputs for 1.2
1.4 Employers actively encourage, train and support their employees to be trustees as part of their staff	60 of the Top 300 VCOs and 5 of the Top 100 employers have specific policies and programme to promote trusteeship and support employees wanting to become trustees.	Plan for employers programme developed.	Policy and plan for employers on promoting trusteeship and supporting employees that wanting to	Model policies and results of pilot promoted to Top 300 VCOs and 100 employers. 30 of the Top 300 VCOs and 2 of	60 of the Top 300 VCOs and 5 of the Top 100 employers have a specific policy and programme to support

development programmes			become trustees developed and piloted in 5 orgs.	the Top 100 employers have a specific policy and programme to support employees wanting to become trustees.	employees wanting to become trustees.
Objective 2: To enhance the <u>knowledge and skills</u> of trustees, board members, senior managers and others involved in governance					
2.1 More trustees and chairs have the knowledge skills and confidence to fulfil their responsibilities as Trustees/Board members	<p>Up to 45,000 individuals access the support needed at their stage of development including an induction pack and annual update.</p> <p>Up to 5,200 trustees and chairs participate in the <i>Governance Matters</i> accredited learning scheme based on the Code and Standards.</p>	<p>5,000 chairs and trustees access information and resources.</p> <p>New accredited learning scheme, around the Trustee Standards, developed and piloted by 4 organisations.</p> <p>E-learning scheme developed further to provide accredited, basic, awareness level training.</p>	<p>10,000 chairs and trustees access information and resources.</p> <p>Organisations across 9 regions recruited to carry out regional training programme.</p> <p>100 individuals access e-learning scheme.</p>	<p>15,000 chairs and trustees access information and resources.</p> <p>1,800 chairs, trustees and CEOs access learning schemes via regional training programme</p> <p>500 individuals access e-learning scheme.</p>	<p>15,000 chairs and trustees access information and resources.</p> <p>1,800 chairs, trustees and CEOs access learning schemes via regional training programme</p> <p>1,000 individuals access e-learning scheme</p>

	Chairs and trustees have access to information on governance support including advisers, resources, trustee and chairs networks, learning groups and mentoring schemes.	Chairs/trustees have access to a database of governance support. At least 4 new networking, mentoring and learning schemes piloted and models written up and promoted. 500 individuals /organisations access information on recruiting and supporting young trustees. Networking groups for BME board members set up and running.	Chairs/trustees have access to a database of governance support. Chairs/trustees have access to resources on setting up and running networking, mentoring and learning schemes. 500 individuals /organisations access information on a topical campaign. Networking groups for BME board members set up and running.	Chairs/trustees have access to a database of governance support. Chairs/trustees have access to resources on setting up and running networking, mentoring and learning schemes 500 individuals /organisations access information on a topical campaign. Networking groups for BME board members set up and running.	Chairs/trustees have access to a database of governance support. Chairs/trustees have access to resources on setting up and running networking, mentoring and learning schemes 500 individuals /organisations access information on a topical campaign. Networking groups for BME board members set up and running.
2.2 More chief executives and senior managers have the knowledge, skills	At least 5,000 CEOs receive an update about governance and 500 participate in the <i>Governance Matters</i> accredited learning scheme.	500 CEOs access information and resources.	1,000 CEOs access information and resources.	1,500 CEOs access information and resources 250 CEOs access	2,000 CEOs access information and resources 250 CEOs access

and confidence to fulfil their governance responsibilities/ work effectively with Trustees/the Board				training via regional programme (see 2.1).	training via regional programme (see 2.1).
Objective 3: To <u>enhance the governance capacity</u> of organisations to deliver their mission, engaging and involving their key stakeholders					
3.1 Boards have the policies, systems and processes to ensure good governance	<p>The Code of Governance continues to be used as the model for the sector.</p> <p>Up to 110,000 organisations registered with the Charity Commission (CC) receive an annual update about governance including the governance standards, planning, review; board recruitment; organisational structure and the impact on models of governance; and key stakeholder involvement in governance.</p> <p>1,000 VCOs, including 90 of the top 300 charities, sign up to adopting the Code.</p>	<p>Research into take up and usage of the Code is completed to inform the review of the Code.</p> <p>Up to 110,000 organisations registered with CC receive an annual update on governance.</p> <p>350 VCOs, including 10 of the top 300 charities, signed up to the Code.</p>	<p>Code materials updated, Code is disseminated, promoted and embedded in other standards.</p> <p>Up to 110,000 organisations registered with CC receive an annual update on governance.</p> <p>500 VCOs, including 30 of the top 300 charities, signed up to the Code.</p>	<p>Code is disseminated, promoted and embedded in other standards.</p> <p>Up to 110,000 organisations registered with CC receive an annual update on governance.</p> <p>750 VCOs, including 60 of the top 300 charities, signed up to the Code.</p>	<p>Code is disseminated, promoted and embedded in other standards.</p> <p>Up to 110,000 organisations registered with CC receive an annual update on governance.</p> <p>1,000 VCOs, including 90 of the top 300 charities, signed up to the Code.</p>

		Research into the governance needs of, and services available for social enterprises completed and reported.	Resources/ services for social enterprises planned and commissioned, if appropriate.	Resources/ services for social enterprises planned and commissioned, if appropriate.	Resources/ services for social enterprises planned and commissioned, if appropriate.
3.2 People providing governance advice, support and training have the resources, knowledge and skills to support VCOs in governance issues	Up to 800 people providing governance advice, support and training have access to regular updates on governance and how to provide support, including the Code and Trustee Standards. 400 advisers and trainers access a governance learning and development programme.	Up to 200 advisers access a governance toolkit and induction pack. 100 advisers access SKILD governance learning and development programme. Competency framework for advisers is developed.	Up to 400 advisers access a regular governance digest for advisers. 100 advisers access SKILD governance learning and development programme based on competency framework.	Up to 600 advisers access a regular governance digest for advisers. 100 advisers access SKILD governance learning and development programme based on competency framework.	Up to 800 advisers access a regular governance digest for advisers. 100 advisers access SKILD governance learning and development programme based on competency framework.
3.3 Regulator support organisations and individuals by signposting them to the right support	Hub and Charity Commission work in partnership to provide governance information to registered charities and their board members.	Partnership agreement between Hub and CC signed. Hub and CC signpost eachother's	Hub and CC signpost eachother's services and resources as appropriate and jointly provide an	Hub and CC signpost eachother's services and resources as appropriate and jointly provide an	Hub and CC signpost eachother's services and resources as appropriate and jointly provide an

		services and resources as appropriate and jointly provide an update to registered charities, and their board members, annually.	update to registered charities, and their board members, annually.	update to registered charities, and their board members, annually.	update to registered charities, and their board members, annually.
3.4 Funders - take into account the quality of governance of organisations when making funding decisions - provide support for organisations to develop their on governance fund the Hub's work	30 of the top 300 trust and foundation funders use information based on the Code to assess quality of governance in organisations applying for funding National and local government agencies are aware of the Code when assessing the quality of governance of VCOs they are working with.	Top 300 trusts have access to a resource for funders on assessing governance performance using the Code.	5 of the top 300 funders use resource in assessing quality of governance. All major national and local government agencies receive information on the Code.	10 of the top 300 funders use resource in assessing quality of governance All major national and local government agencies receive information on the Code.	15 of the top 300 funders use resource in assessing quality of governance All major national and local government agencies receive information on the Code.
3.4 Academics/ researchers continue to develop a bank of knowledge on trusteeship and VCO governance	7 new pieces of governance research are carried out, reported and used to inform future work in governance.	Research carried out and reported on: - the uptake of the Code. - the governance needs of, and services available for social enterprises.	Research carried out and reported on: - awareness, views and practices of individuals involved in VCO governance. - The impact on trusteeship on	Research carried out and reported on: - public awareness of trusteeship.	Research carried out and reported on: - awareness, views and practices of individuals involved in VCO governance. - VCO trustee recruitment

			individuals' development.		practice.
Objective 4: To <u>promote good governance</u> in the voluntary and community sector					
4.1 Media promote trusteeship as an important role for developing communities and individuals	See outputs on 1.1.	See outputs on 1.1.	See outputs on 1.1.	See outputs on 1.1.	See outputs on 1.1.
4.2 Key Opinion Formers recognise and support the role of trustees and are seen to take on roles more publicly	Existing high profile trustees promote trusteeship and the Hub's campaigns. Trustees are recognised via an annual award.	3 high profile trustees are recruited to support Trustee Week. Plan and negotiations with partners for an annual completed.	3 high profile trustees are recruited to support Trustee Week. Trustees recognised via an annual award.	3 high profile trustees are recruited to support Trustee Week. Trustees recognised via an annual award.	3 high profile trustees are recruited to support Trustee Week. Trustees recognised via an annual award.
Cross- cutting Governance Hub Outputs	100m media reach secured about governance, trusteeship and the Hub. 260,000 website unique visits secured. 18,000 calls to the Helpdesk	10m media reach secured about governance, trusteeship and the Hub. 50,000 website unique visits secured. 3,000 calls to the Helpdesk	30m media reach secured about governance, trusteeship and the Hub. 60,000 website unique visits secured. 4,000 calls to the Helpdesk	30m media reach secured about governance, trusteeship and the Hub. 70,000 website unique visits secured. 5,000 calls to the Helpdesk	30m media reach secured about governance, trusteeship and the Hub. 80,000 website unique visits secured. 6,000 calls to the Helpdesk

10. Top-line Strategy

To develop and deliver an integrated programme consisting of:

- Research
- Standards development and promotion
- Information
- Learning and support schemes
- Marketing and communications
- Influencing
- Evaluation
- Income generation

The Hub will:

- Commission activities to others
- Influence others to undertake activities, as part of their remit
- Directly deliver a number of core activities itself.

11. Topline plan by Core Activities

Research

The Hub will act as a central portal for governance research for all to access. The Hub will also:

- Commission and report on research into:
 - The awareness, views and practices of individuals and organisations in relation to governance
 - The uptake of the Code in VCOs and the influence this has had on their performance
 - The benefits of trusteeship on personal development, employment opportunities and community involvement
 - The governance needs of, and services available for, social enterprises
 - Public awareness of trusteeship
 - VCO trustee recruitment practice
- Work with academic and other bodies that are carrying out research in this field.

Standards development and promotion

The Hub will:

- Review and update the Code in 2007 and 2008, following a sector consultation. The Charity Commission has agreed in principle to being involved in this process.
- Work with the Workforce Hub to promote the Trustee Standards and develop and pilot an accredited learning programme on governance for trustees and others.
- Work with the SKILD programme to develop a competency framework for advisers.
- Encourage others to embed the Code and Trustee Standards in other quality schemes and standards relevant to the sector.
- Work with other sectors to ensure learning to inform the development of standards, materials and learning schemes.

Information

The Hub will:

- Continue to develop its website as the main source of information and resources on governance for all stakeholders. Major developments will continue to be commissioned externally. These will include the development of a trustee recruitment portal, trustee e-learning service and signposting system. Day to day maintenance of the website will be carried out in-house for speed and efficiency, with technical support from an external agency.

- Continue to run the helpline in year one, to minimise disruption during this transition year, and review the usage of the helpline. The Hub will consider whether in the future it is best to continue to run this, merge it with other Hubs or commission other existing helplines to be preferred information providers, receiving a package of support from the Hub.
- Continue to produce publications where there are gaps in the market. All materials will be available for free from the website. Some will also be printed and charged for.
- Work with others to encourage them to produce materials for their specific audiences and signpost the Hub's support in their materials.
- Work with others to share learning and showcase good practice in governance, based on case studies and experiences in the sector.
- Work with the Charity Commission and other information providers to agree a signposting protocol to help service users navigate around services.

Learning and support schemes

In year one, the Hub will:

- Signpost learning and support activities via the website
- Work with other Hubs to channel advisers learning schemes via SKILD
- Continue to work with SAVO to further develop the e-learning scheme, based on the Trustee Standards, and to promote it more widely
- Commission a more extensive chairs' and trustees' mentoring scheme
- Run a further round of the Partnership Programme to pump prime regional, sub-regional and local infrastructure organisations to disseminate materials and run learning and support schemes. These will be offered in larger packages.
- Complete the analysis into the governance needs of and services available for social enterprises, commissioned in partnership with the Social Enterprise Coalition. This will inform any future work in subsequent years. Depending on the findings of the study, the Hub will develop a plan for meeting this need with others. A modest budget has been incorporated for this work but further funds may be sought should they be needed.
- Pump-prime networking groups for specific audiences e.g., advisers, Chairs advisers, BME Boards.
- Run a campaign themed around recruiting and supporting young trustees.

In future years, the Hub recommends the development of a new *Governance Matters* learning scheme to be delivered through national, regional and sub-regional partners.

The *Governance Matters* learning scheme will include:

- A suite of governance courses for board members and governance advisers incorporating the principles of the Code and Trustee Standards.
- Further development and promotion of a trustee e-learning scheme to target trustees that prefer to access learning on-line.
- A regional training scheme via a partnership with 9 regional bodies. Trainers in each region will be recruited, trained and funded to provide governance training to around 3,600 VCO chairs, trustees and CEOs. The trainers will be recruited in year 2 to deliver training over the subsequent years. The regional partnerships will be commissioned.

Influencing

The Governance Hub will be working with:

- Funders to influence their practice in assessing the governance of VCOs and supporting governance development.
- National, regional, sub-regional and local infrastructure bodies to help shape, develop and present a cohesive range of services for VCOs, increase collaboration and reduce duplication.

- Media and key opinion formers to help put trusteeship on the map of public awareness and portray a positive image of the sector's governance.
- Employers to increase support for employees that are/want to be trustees through development of their CSR and HR policy development.
- Public and private sectors to share knowledge, expertise and resources where appropriate.

Marketing and communications

The Hub will undertake marketing and communications activities:

With the public to:

- Raise awareness of and interest in trusteeship
- Recruit new trustees
- Highlight examples of good governance within the sector

With the sector/other stakeholders to:

- Increase awareness of the Hub as the first point for information on governance matters
- Increase awareness of resources, services and events

The Hub aims to proactively target trustees and other board members with key information and activities, in partnership with others to ensure maximum reach. The ideal partner for this activity is the Charity Commission, as it has access to charity trustees through the annual financial returns. The Hub has liaised with the Charity Commission to discuss this activity and agreement has been reached in principal that the two bodies should work together to provide trustees with information.

The Hub team will coordinate the Hub's marketing with externally commissioned agencies, other Hubs and partners.

Evaluation

The Hub will be evaluated via:

- An external evaluator, based on an evaluation framework to be adopted across all Hubs.
- Programmes and activities through feedback from service users and partners e.g. users of websites, steering groups members
- Core, Advisory and Reference Groups' feedback

Income generation

To date, the Governance Hub has provided products and services for free or at cost price to ensure maximum reach and accessibility to the sector, especially small and specialist organisations. There has been a huge demand for these materials. No trading or fundraising income or expenditure budgets were included in the previous business plan. The Hub now has a pricing policy for the provision of its products and services, which is featured on its website.

The Hub will work with other Hubs to coordinate plans and work to determine and communicate the Hubs' positioning in terms of income generation. The Hub has no plans to fundraise or trade in year one due the short term nature of the arrangements for the Hub. If the Hub were to exist long term, an income generation plan would be produced in year two setting out income targets, resources and activities.

Cross-cutting themes and activities

Diversity

- The main challenges in terms of governance in relation to the diversity agenda are to:
 - Raise awareness of the benefits of good governance with specialist infrastructure and frontline organisations and enable them to access support

- Increase board diversity within generic organisations so that boards have a greater range of skills and experiences, are perceived as being more representative of their stakeholders and are sustainable for years to come – 70% of trustees are over 45 years old
- Enable individuals from diverse backgrounds to become successful trustees

To achieve this, the Hub will:

- Ensure broad and diverse representation on Core, Advisory and Reference groups, e.g. BME, rural, faith and disability
- Ensure that equality and diversity issues are built into the Business Plan and develop a specific Diversity Plan, in line with recommendations from Capacitybuilders
- Research and consult on the needs of specialist audiences
- Implement principles of the Compact Partnership with respect to financial support e.g. frontloading payments to provide up-front capacity for small and diverse organisation to undertake work where they normally would not be able
- Raise awareness of the importance of good governance and the benefits of diverse boards
- Develop and signpost appropriate, accessible materials and services to support organisations and individuals. The Hub's materials have been developed to be accessible and are available in specialist formats, such as large print and Braille.
- Pump prime pilot learning and support schemes for specialist groups
- Develop an evaluation framework that will include appropriate evaluation tools for specialist and diverse audiences, as recommended from the ACU work
- Work responsively.

Cross-Hub working

The Governance Hub will work closely with other Hubs to achieve greater impact and efficiency.

The Governance Hub aims to undertake the following activities jointly with all Hubs:

- Sector marketing and communications
- Development of a common evaluation framework
- Running the Hub telephone helpdesk
- Further development of the joint-Hub website

The Governance Hub aims to closely coordinate the following activities with all Hubs:

- Commissioning of research
- Commissioning of learning schemes, specifically around SKILD
- Development of the Governance Hub's website
- Targeting of specialist groups/audiences and social enterprises

The following areas of work will be coordinated closely with specific Hubs:

- Recruitment of members of the public – Volunteering, Workforce
- Standards development and promotion – Workforce, Performance
- Collating and promoting information on user involvement in organisational decision making – Performance
- Promoting collaborative working between VCOs – Performance
- Targeting funders– led by Finance Hub with all others contributing

12. Resourcing, management and delivery arrangements

12.1 Management

The Hub will continue to be managed via the Core and Advisory Groups. In year one, the membership of the Core Group will be extended to include a social enterprise representative, if possible. The membership of the Advisory Group will also be reviewed to ensure that the group is adequately representative of the sector. The Reference Group will be amalgamated with the email newsletter group and will receive regular updates from the Hub.

The Hub's commissioning and other policies will not be changed in year one of the business plan.

12.2 Staffing

The Hub team will consist of:

Role	Responsibilities
Head	Activity: strategic planning, partnership development, management of key contacts Audiences: Core and Advisory Group, ambassadors, spokespeople, key influencers, funders
Implementation Manager - Support Services	Activities: information and learning schemes Audiences: advisers, infrastructure and umbrella organisations
Implementation Manager – Research, Standards and Resources	Activities: standards, research, resources Audiences: trustees, chairs
Implementation Manager – Marketing and Communications	Activity: marketing and communications planning (advertising, PR, DM, website) and managing publications. Audiences: Reference Group/registrants, trustees, media, ambassadors and spokespeople
Communications Officer	Activity: marketing and communications implementation (advertising, PR, DM). Audiences: trustees, media, ambassadors and spokespeople
Communications Officer	Activity: Managing the maintenance of the website. Supporting all Hub events. Audiences: Reference Group/registrants, trustees
Administrator	Managing day-to-day administration of department. Coordination of finance systems. First point of contact for all external enquiries. Coordinating publications and materials delivery to individuals, organisations and events. Managing publications stocks.

It is proposed that the Hub team is located together at NCVO to maximise team effectiveness and efficiency. However, the Hub will allow greater flexibility on location of staff to allow for 1. secondments of suitable staff from other organisations or 2. closer working with an organisations on related work. The Hub team will continue to work closely with Core Group partners, their staff and other stakeholders.

12.3 Finances

The Hub is budgeted to spend **£1,527,929** in year one. Capacitybuilders has agreed to fund this amount. Income or expenditure for income generating activities have not been included in this budget.

The trustee recruitment portal, e-learning scheme and trustee-learning scheme will be delivered with the view to them being sustainable in the longer term.

The Hub is awaiting further guidance from Capacitybuilders on the development of a common financial reporting framework across all Hubs.

13. Role of Capacitybuilders

This plan assumes that Capacitybuilders will be responsible for:

- Holding the Accountable Body accountable for the achievement of the objectives and targets and for the effective use of public funds. It is envisaged that Capacitybuilders will expect quarterly reports and will hold face-to-face meetings with the Accountable Body at least twice a year. Reports and face-to-face meetings should happen no more than 30 days after the end of each quarter, starting in April 2007. To ensure meetings take place, they should be scheduled 12 months ahead.
- Coordinating feedback to the Hubs from the ChangeUp Consortia and the Infrastructure National Partnership.
- Providing strategic leadership and encouraging the Hubs, ChangeUp Consortia and initiatives being funded through new funds to work together to present a cohesive range of services and face for the sector.
- Working with the Hubs to communicate key positioning statements and activities.

14. Risks and mitigating actions

The risks in not achieving the agreed objectives and the proposed mitigating actions are as follows:

Risks	Mitigating actions
Management, delivery and resources	
Core Group does not function well due to the pressure of competitive tendering process	Seek early feedback from Capacitybuilders to enable partners to support continued collaboration in delivery of Hub plan whilst considering future options.
Lack of commitment from Core Group members	Clarify expectations of time and duration of commitment from the start.
Loss of Advisory Group members	Give members a meaningful role and allow some flexibility to meet the needs of members.
Loss of established team	Recognise vulnerability due to limited funding term. Build in contingency for bringing in temporary staff.
Team does not function well	Establish clear roles and responsibilities and ensure adequate supervision and appraisal.
Accountable Body does not have time/resources to support the Hub	Review agreement.
Activities delayed as the result of late release of government funds	Flag vulnerability with funder. Delivery plan to be tied to timescale for release of funds.
Lack of continuity in funding risks long term viability of Hub/plan	Communicate need for continuity with Capacitybuilders, flag potential difficulties in relation to intellectual property, phase plan carefully.
Lack of funding to fulfil broad and long-term agenda	Develop fundraising and income generation activities in year 2 to support long-term sustainability.
Programme	
Poor response (in terms of	Promote commissioning widely.

quantity and quality) to commissioning of projects	
Failure of commissioned partners to deliver services	Ensure contracts are in place with clear processes for dealing with non-delivery. Work closely with project partners that need greater support.
Coordination with other Hubs difficult	Seek clear specification from Capacitybuilders. Ensure joint planning via cross-Hub group and invest in resourcing of core coordination activities.
Lack of coordination between national, regional and sub-regional programmes	Work with Capacitybuilders to create expectation and channel for communication and negotiation.
Poor take-up of resources and campaigns on the ground	Draw on the energy of the members of the Core Group and on feedback from the Advisory and Reference Groups
Lack of opportunity to engage with specialist groups	Engage with groups through their infrastructure body and have a flexible, user-focused approach
Lack of cross-Hub common planning and evaluation framework	Seek early clarification from Capacitybuilders regarding process for aligning Hubs' planning and evaluation.