

Governance Hub

**A National Hub of Expertise in Governance for the
Voluntary and Community Sector in England**

Business Plan

February 2005



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Version 4.1 and Final

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1 Introduction

This is the third draft of the business plan for the National Hub of Expertise in Governance for the Voluntary and Community Sector in England (the Governance Hub).

Process

Reports and consultations that have shaped the creation of this business plan include:

- Consultations leading to *ChangeUp* such as *Voluntary and Community Sector Infrastructure Consultation Responses* and *Development of a Governance Strategy for the Voluntary and Community Sector*
- *ChangeUp – Capacity Building and Infrastructure Framework for the Voluntary and Community Sector* (Home Office, June 2004) and the *ChangeUp Investment Criteria and Guidance* (Home Office, August 2004)
- Comments on governance made by the Charity Commission
- The views on governance found amongst the extensive membership of the 10 infrastructure organisations of the Founding Group and developed by the Founding Group in previous joint working
- Deliberations by the Founding Group during three development days in late 2004 and early 2005 and consequential agreement to an Outline Business Plan in October 2004
- Comments offered by the Active Community Unit (ACU) on an interim Statement and on the Outline Business Plan - precursors to this full business plan
- Comments offered from the field following the mailing of a summary of the Outline Business Plan to over 85 individuals and organisations
- Comments offered by the ACU and the Social Enterprise Unit (SEU) of the DTI on a draft of this full business plan.

This plan is the combined work of the 10 founding organisations. Each organisation addresses somewhat different needs. This plan must necessarily

therefore be a balance between a range of needs found in the sector. It was endorsed by all 10 organisations of the Founding Group on 28th January 2004. These 10 contained Core Group members and Advisory Group members (see chapter 9).

Assistance with drawing up this business plan was provided by Compass Partnership at the request of the Founding Group. The process was funded by the ACU.

Foundations of this plan

This plan recognises the high level objectives for 2014 set out in *ChangeUp*¹. These require that:

- Board members are made more aware of their responsibilities and of good practice and have access to accurate and helpful information and development. Being a trustee is made more attractive and boards are made more diverse, better reflecting the communities they serve
- A National Hub of Expertise in Governance be established by 2005
- A set of competencies and standards in voluntary and community sector governance be developed by 2005.

This business plan also acknowledges the functions of the national hubs of expertise as set out in *ChangeUp*². They should:

- Be beacons of best practise
- Provide strategic leadership
- Take a sector wide overview
- Gather and promote best practice to frontline organisations and funders
- Signpost and offer a single point of access
- Reduce confusion about where to go for support and advice
- Ensure the provision of information and advice that can be adapted by regional, sub-regional and local infrastructure providers

¹ *ChangeUp* p74

² *ChangeUp* p53 – 54 and *Investment Criteria and Guidance* p22

- Act as clearing houses for skill sharing, and work with specialist infrastructure organisations and federations
- Provide many of their services on the web and by phone
- Be owned by the sector and housed in existing organisations
- Undertake some work themselves and subcontract work that is most efficiently or effectively carried out by other providers
- Be funded by government grants and income earned from selling their skills and expertise to frontline organisations and to regional, sub-regional and local infrastructure providers.

This plan recognises that the strategy for the hub is one element of the broader framework for improving governance of voluntary and community organisations (VCOs) in England that was set out in *ChangeUp*.

It also recognises that whilst there has been some investment in the governance of the sector over the last 20 years, this has been comparatively minor. During this time the private sector and the public sector have both invested significantly in improved governance³.

Critically, this plan builds on existing initiatives, provides for improved integration of current and proposed work, and demonstrates how additional funding will enable that work to have greater impact. It acknowledges the need for ‘projects that support the growth of low cost face-to-face advice and support to frontline organisations, particularly groups which have not had equitable access to support or are unable to pay for services’⁴.

Finally, this plan acknowledges that whilst large organisations will benefit from the proposals, a key focus is on strengthening the governance of medium sized and smaller organisations.

³ See for example *The Combined Code on Corporate Governance*, FRC, 2003 and *Good Governance Standard for Public Services*, OPM, 2004

⁴ *Investment Criteria and Guidance* (ACU, August 2004) p18

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’⁵.

As in *ChangeUp* the expression ‘voluntary and community organisations’ 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 economy⁶.

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.

⁵ Quoted in *ChangeUp* from *The Governance of Voluntary Organisations*, Cornforth 2003

⁶ A fuller glossary of terms can be found on pages 83 to 85 of *ChangeUp*.

2 Underlying principles

In October 2004 the Founding Group 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
- 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* (p17). It lays particular stress on measuring outputs and seeking outcomes and demonstrating achievements, quality and value for money. The Founding Group believes that it is both possible and desirable to track performance and evaluate the impact of the hub.

It is envisaged that this business plan will evolve and change over time as additional information becomes available from the frontline. This information will come from a range of sources including:

- A baseline study
- Feedback from local ChangeUp Consortia and the regions
- The Advisory Group and Reference Group

3 Need and definition

Need

It is widely recognised that the governance of VCOs is patchy. Whilst there are many examples of good practice, in much of England:

- Organisations struggle to find people to take on governance roles and often do not use the full range of search and selection methods
- Governance is not widely promoted as a valuable role
- Induction and training of people for governance roles is often poor and sometimes nonexistent
- Insufficient effort is put into developing peoples' governance skills and understanding of roles
- Most governing groups do not review their own performance or systematically learn from their experience.

The consultations leading to this business plan pointed to the need for:

- The joint central provision of a limited number of **additional** governance services to frontline organisations
- The further **co-ordination** of the governance development work of existing infrastructure organisations
- **Joint working** to ensure the effective use of additional Government investment and effective linkage with the active citizenship agenda.

Definition

Our definition of the hub is as follows:

- The hub is a partnership of organisations that have come together to co-ordinate a major programme of governance development in the VCS.
- The majority of the hub's work will be commissioned and delivered by organisations best placed to deliver specific parts of its programme.
- National voluntary organisations involved in the hub will 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 policy making body and is not a separate legally constituted organisation.

4 Overall aim and key objectives

Overall aim

The overall aim of the hub is:

To lead and facilitate initiatives that catalyse a significant improvement in the quality of governance of voluntary and community organisations in England at national, regional and local level.

All the proposed initiatives respond to specific needs identified in the sector, in *ChangeUp* and in other previous research. They build on existing work.

Key objectives

The key objectives of the hub for its first phase are:

1. To increase the supply of trustees and board members from within VCOs and from outside the sector and especially from diverse communities
2. To enhance the knowledge and skills of trustees and board members
3. To increase the governance capacity of organisations to deliver their missions.

Support objectives

In addition, the development of a website and helpline, effective marketing and ongoing learning will all be central to successful delivery of the key objectives.

Prioritisation

This plan reflects the founders' view of the most important actions to achieve the objectives. Some potential actions have not been included in this first plan

because the Founding Group want to be realistic about what can be achieved within the available resources and time.

Co-ordination

Co-ordination with other hubs, the Regions and regional, sub-regional, local and specialist infrastructure and ChangeUp consortia will be vital.

This major programme of governance development will involve a large number of people doing a wide variety of tasks. The programme will be much more effective if everyone has a good understanding of what each other is doing. This will be a task for the hub.

To ensure tight integration with other initiatives, the hub will maintain a clear overview of:

- other hub plans and progress
- relevant developments as they occur in the Regions and consortia
- other developments in implementing ChangeUp
- key developments in the voluntary and community sector.

The hub will ensure that it provides information and advice that can be used and adapted by regional, sub-regional and local infrastructure organisations.

The hub will also work closely with other infrastructure organisations, particularly those identified in *ChangeUp* including BME, faith based, rural and social enterprise organisations. It will also work with national federal VCOs that offer access to numerous trustees. It is estimated, for example, that just three national organisations combined offer access to over 10,000 trustees⁷.

The hub recognises that the Infrastructure National Partnership will have an important role in overseeing the delivery of all the ChangeUp programmes.

⁷ Age Concern England, Citizens Advice and the Samaritans.

5 Objective 1 - Increase the supply of trustees

Rationale

It is estimated that 750,000 people in England contribute time as members of boards and committees⁸. More people from both within and outside the sector need to be encouraged and given the confidence to take on board membership, not least as the number of voluntary and community organisations grows.

It will be important that people from diverse communities are encouraged to become trustees and board members, as they are currently under-represented.

Efforts are required to make trusteeship and board membership more attractive and appealing both within the sector and to other sectors and amongst a variety of audiences.

2005 is the Year of the Volunteer and provides an ideal opportunity to promote committee and board membership as a highly valuable form of voluntary action.

Fears about personal liability have grown as the expectations of trustees have become more onerous. Actions are required to dispel any unnecessary concerns and promote low-cost high-quality insurance to mitigate the risks.

Lessons learned in recent promotions such as The Giving Campaign will need to be applied to deliver this objective.

Strategy

The key strategies to achieve the objective are:

To work with a range of professional, private sector, public sector and voluntary organisations to **promote board membership and effective governance engagement** as an attractive way of:

- contributing as a citizen to civil society and to civil renewal

⁸ *Recent Trends in Charity Governance and Trusteeship*, NCVO/OUBS

- contributing to an organisation's achievement of its aims
- involving users
- enhancing personal, career, and professional development
- expressing a practical passion for the cause
- transferring skills from other sectors of the economy.

To promote a **one-stop portal for trustee clearing houses** on the hub website and in print for organisations wanting board members and people wanting board positions.

To **encourage VCOs to use a range of approaches and good practice** when seeking new board members.

To create and disseminate **unambiguous advice on the liability of trustees** supported by the Charity Commission, Home Office, NCVO, ACEVO, Association of British Insurers and other intermediary bodies about the real and perceived liabilities of trusteeship, and to take further initiatives to **broker low-cost, high-quality insurance policies**.

6 Objective 2 - Enhance the knowledge and skills of trustees

Rationale

Although there have been improvements in voluntary sector governance over the last 10 years, action is required to further develop the knowledge, skills and qualities of trustees and board members.

The ‘ladder of experience’ which individuals may climb as they engage with effective governance is not well documented and not widely understood.⁹ There is a need in some organisations to get a better fit between individual’s skills and the trustee positions to which they are selected or elected and to understand better the role of an effective board in a particular context.

Research has demonstrated that a traditional approach to developing skills (i.e. publish materials and provide training) is often insufficient¹⁰. People respond to a rich variety of ‘learning journeys’ so a multi-faceted approach involving face-to-face support, buddying, shadowing, networking and communities of practice, as well as written materials, is required.

Although there is much material on good governance, it is difficult for users to access the material they most need because:

- guidance comes from a wide variety of sources and is not often segmented for large, medium sized, small and micro organisations
- it is not always embedded with generalist capacity building workers
- different legal forms are not always recognised
- lessons on its use have not been fully developed

⁹ See *ChangeUp* p36

¹⁰ For example *A Lighter Touch – An Evaluation of the Governance Project*, Nunan K and Kumar S, JRF

- it is sometimes of poor quality or out-of-date and much cannot be downloaded from the web.

The need to support Chairs has been identified as a particular gap¹¹.

Strategy

The key strategies to achieve this objective are:

To identify the best generalist and specialist materials, training and learning support and create an easily accessible **signposting system** on good governance and make it available in print and on the web. Material for small organisations and on the implications of new developments such as the Charity Acts, the Summary Information Return, and SORP should be given priority.

To produce and maintain materials to **fill gaps in advice available to trustees** and people performing governance roles (particularly materials for smaller organisations).

To promote the **National Occupational Standards** for board members.

To review **materials and services available to support Chairs in their leadership** of organisations of different sizes and:

- to promote these in particular to smaller organisations
- to develop materials to fill gaps
- to encourage regional, sub-regional, local and specialist intermediary bodies to provide workshops, shadowing and peer support to develop chairing skills, knowledge and experience.

¹¹ For example *Leading the Organisation - The Relationship between Chairs and Chief Executives*, ACEVO, and *Polished Performance*, NCVO

7 Objective 3 - Increase the governance capacity of organisations

Rationale

Research demonstrates that what organisations most want is local face-to-face support and this is an important element in the framework offered by ChangeUp. Creating a step change in the quality of governance skills across the country therefore requires the development of the cadre of people trained to different levels to provide frontline organisations with advice and support.

Focussing each organisation on the elements of governance that most need improvement requires tools for boards to evaluate their overall performance and the performance of individual members¹². There is a particular need for resources tailored for organisations of different size and different types (i.e. membership based, branch based, community based). These resources may be stand alone or embedded in other advice.

Linking with the Performance Improvement and Workforce Development Hubs and leadership centres will be important in the delivery of this objective.

People involved in governance development need to network, learn from each other and share ideas and materials. People working on governance development in different parts of the country, with different size organisations and different types of organisation need opportunities to share knowledge, learn from each other and feed their experience across the country and to the hub.

Strategy

The key strategies to achieve this objective are:

To strengthen the value, reach and impact of **networks of advisers and trainers and to further develop communities of practice**. Because of the

¹² See for example *Building Better Boards*, Nadler D A, Harvard Business Review, May 2004

nature of rural communities particular attention will be given to covering them and also to issues of legal and employment advice.

To promote the forthcoming *Code of Governance for the Voluntary Sector*. This code, reflecting codes in the private and public sectors, is being drawn up by a number of infrastructure bodies and will help develop trust in governance in the sector.

To refine and promote **governance performance assessment** systems available in print, electronic and web formats and face-to-face, so that trustees can assess how well they are doing their jobs, both as individuals and as a group. This will be undertaken in conjunction with the Performance Improvement Hub.

To define and promote **good practice in funding governance development** and assessments of governance performance made by funders. The emphasis here will be on working with key players and the Financing Hub.

To develop existing **governance learning schemes** (shadowing, mentoring, paired working, networking, communities of practice, and telephone support etc) delivered by infrastructure organisations at national, regional, sub-regional and local levels for trustees, staff and volunteers.

8 Actions to support delivery of the strategy

The following will be required to support delivery of the strategy:

Objective 4: An effective marketing and promotion strategy

Rationale

ChangeUp requires the hubs to promote best practice for voluntary and community organisations that will benefit most and particularly those that are harder to reach. A critical success factor for the hub will be its ability to reach large numbers of new and existing trustees, and particularly those associated with smaller charities. It will need to develop a range of methods of communicating with them.

Strategy

The key strategies to market the hub effectively are:

To **segment** organisations and individuals that will benefit most from the services of the hub and address each audience segment appropriately.

To **create communication channels** to reach different groups, building on Founding Member distribution and cascade systems, encouraging people to sign up to web based communications To work with the Charity Commission with their lists of ‘correspondents’ and ‘trustees’, which they have already offered and agreed to segment by size of organisation.

To create simple and succinct **messages** that speak directly to different groups and can be used by people who have many pressures on their time.

To develop a **media policy** for the hub.

To engage **local** infrastructure organisations as a route to reach local organisations.

To use this unique opportunity to simultaneously improve the quality of governance of VCOs and to **strengthen the brand** of trusteeship as a means of contributing to civil society, pursuing passions, and gaining personal development opportunities.

Objective 5: A widely promoted multi-purpose website and helpline

Rationale

It is difficult for trustees and others to access information on governance and on governance development. The current sites are not generally organised by size and type of organisation and do not yet guide people to materials appropriate for their level of experience. People should be able to use one point of access either to get information or to be linked to other sites that contain it.

Recognising that not all organisations can access the web, it is nevertheless an inexpensive way of signposting other organisations and distributing a wide range of materials to large numbers of people.

ChangeUp requires that governance information be available by phone. Such helpline services can focus on providing a combination of referral, information and advice. The Founding Group believes that the helpline should provide referral and information, but not advice. It should refer callers to more specialist agencies that are equipped to provide advice.

Strategy

To develop a regularly updated **website** that contains the major source materials and information about courses, events, advisors, trainers and consultants and other learning opportunities, and that shares learning and good practice.

To develop a governance **helpline** available to trustees and others involved in governance and to trainers and advisers. To extend this to those members of the public wishing to learn more about becoming involved in governance in the sector.

Objective 6: Action research to promote learning

Rationale

Hubs represent a new approach to delivering programmes. It will be important to systematically review progress, reach, and problems, and seek the views of a wide variety of diverse stakeholders. This learning will then be embedded into each stage of development of the hub and shared with other hubs.

It will also be important to keep abreast of research on voluntary sector governance, not least the slowly increasing empirical knowledge about the features that promote effective governance in the sector¹³.

Strategy

To commission an **action research project** to seek stakeholders views at the start and then annually and ensure the results are built into future plans and actions.

In the course of its work to collaboratively identify areas of need that require **new developments or further research**.

¹³ For example most recently *Prescriptive and Research-Based Approaches to Nonprofit Boards – Linking Parallel Universes*, Murray V, ARNOVA, 2004

9 Management arrangements

Founding Group

The Founding Group of the hub were:

Association of Chief Executives of Voluntary Organisations (ACEVO)
Action with Communities in Rural England (ACRE)
British Association of Settlements and Social Action Centres (bassac)
Black Training and Enterprise Group (BTEG)
Charity Trustee Networks
Community Matters
Co-operatives UK
National Association of Councils for Voluntary Service (NACVS)
National Council for Voluntary Organisations (NCVO)
Volunteering England.

These 10 organisation had previously been engaged in aspects of ACU funded governance work for the sector

Core Group

A Core Group of eight senior staff from infrastructure organisations will manage the hub. The role of this group will be:

- To agree a business plan every 12 months
- To oversee implementation of the business plan
- To have overall responsibility for the work of the hub
- To promote and guard the hub brand
- To champion the hub and act as ambassadors for it
- To consider advice from the Advisory Group and Reference Group.

It is envisaged that after an initial phase of meeting very regularly, the Core Group will meet about monthly. It will be an active group that ensures commitments are delivered to the required quality at the planned time.

Membership of the Core Group will usually be for a minimum period of two years. Unless there are exceptional circumstances, members will not delegate

their place to other people in their organisations. Changes in membership of the Core Group will have to be agreed by members of the Core Group and by the Accountable Body.

The first Core Group has been appointed by developing a set of criteria and assessing applications against these criteria. This assessment was made by two member organisations from the Founding Members under the independent chairing of Compass Partnership. The Accountable Body was not on the selection panel. Of the 10 Founding Member organisations, three will not serve on the initial Core Group.

The following eight have been selected to be the first Core Group:

Nick Aldridge	ACEVO
Tesse Akpeki	NCVO
Jeremy Crook	BTEG
Karen Heenan	Charity Trustee Networks
Mark Parker	bassac
Ben Kernighan	NCVO
Dianne Leyland	NACVS
Colette Williams	ACRE

All members of the Core Group have committed themselves to devote between 18 and 24 days per year to discharging the responsibilities of the Core Group.

Chair

The Core Group will agree a Chair with the Accountable Body.

The chair will be:

- Recruited through an open and transparent process
- A person with a track record of leadership and delivery
- Independent of the individual organisations within the hub
- Robust enough to challenge the hub's stakeholders on targets and progress
- Expected to contribute about two days a month to the role and perhaps more in the start-up phase

- Remunerated if the person chosen is not being rewarded for their time as part of their primary employment.

Early appointment of the Chair will be critical to the establishment of the hub. It has therefore been decided to seek an interim Chair in the first instance.

Advisory Group

An Advisory Group will support the Core Group. Its role will be to:

- Provide advice, guidance, information and expertise to help shape the overall development of the hub's business plan
- Represent 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
- Review the work of the Core Group for timely and effective delivery of a plan which meets the needs of the hub's intended beneficiaries
- Listen to and take on board the views of a Reference Group and ensure that, where appropriate, these views are reflected in the hub's plans
- Support the hub by acting as champions and as ambassadors.

The group will consist of about 20 or possibly more organisations and representatives of at least volunteering, rural, BME, faith, social enterprise, and public sector organisations; funders; the private, public and academic sectors; and regional and sub regional bodies. The ACU will be invited to attend.

The criteria for the composition of the Advisory Group are under consideration at present, as is a list of organisations to be invited to join.

It is envisaged that the Advisory Group will meet twice or more a year and receive progress reports about four times a year. It will be chaired by a skilled independent person who would probably be the Chair of the hub and therefore of the Core Group

The Core Group will select membership of the Advisory Group.

Reference Group

A reference group is being formed of people and organisations in the field willing to comment on the plans and performance of the hub. Over 80 people or organisations have been emailed to test their interest. Almost 20 have

provided comments on a summary of an early version of this business plan and offered to serve on this group.

It is envisaged that this group will contribute by email.

Accountable Body

The Accountable Body for the hub will be NCVO. Its roles will be:

- To be the legal personality of the hub
- To receive and administer funds
- To employ all hub staff and house some
- To contract with providers
- To account to the ACU and other funders
- To monitor overall progress against plans on a monthly basis.

Commissioning

The hub will work mainly by commissioning and co-ordinating work along the following lines:

- Core tasks including commissioning, monitoring and co-ordinating will be undertaken by hub staff
- All other key tasks will be commissioned
- Commissioning will be by competitive tendering unless the work clearly builds on existing ongoing activity
- Organisations with an interest in a commission will absent themselves as appropriate from the design of the work and from the decision making process
- The Chair of the hub will have an overview of the commissioning process and will have a veto over any commission.

Part of the commissioning process will require 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.

Refinement of these requirements will occur after any guidance is received from the ACU.

We understand that there may be VAT implications of this way of working. Some allowances for this have been made and further information is being sought from HM Customs and Excise.

Review

It is planned that the structure and management of the hub will be reviewed after 18 months of operation.

10 Delivery arrangements

It is clear that establishing the hub within a challenging timetable will require high quality project management capacity from day one. This will be needed to initiate and manage a wide range of relationships.

The hub will also require significant management capacity to work in an integrated way with existing infrastructure organisations and the other hubs.

This hub will also be required to keep abreast, directly or indirectly, of actions on governance being funded by the Government Offices and to communicate details of the hub's services to and receive feedback from them and from the 60 or so local ChangeUp consortia.

Getting high quality management and contracting capacity in place will be a key constraint on the delivery of the objectives within a tight deadline.

We propose a structure for delivering the hub's programme of work **directly linked to the hub's objectives**, so there is a clear line of accountability for achievements to individual managers. The hub staff will be a Director, three Implementation Managers, and an Administrator.

The role of the **Director** will include:

- Exercising strategic leadership on behalf of the hub
- Appointing, managing and supporting the Implementation Managers
- Ensuring that the agreed programme is delivered on schedule
- Ensuring that hub work is in line with its principles and of the highest standard and in conjuncture with other initiatives in the sector
- Leading on hub marketing
- Establishing an effective team with the Implementation Managers
- Preparing tender documents and managing bids for work to be commissioned
- Reporting on progress to the Core Group and the Accountable Body
- Promoting the work of the hub across the sector
- Communicating progress and problems in a range of ways

- Co-ordinating with other hubs, Government Offices, Regional Voluntary Sector Networks, the ACU, Infrastructure National Partnership, Charity Commission, and other bodies involved in delivering ChangeUp objectives
- Monitoring governance developments in other sectors
- Monitoring the outputs and impact of the hub's work
- Servicing the Advisory Group
- Fundraising for the hub
- Up-dating future business plans
- Acting as the spokesperson for the hub
- Ensuring expenditure is within budget
- Assessing risks and developing plans to mitigate them.

Each Implementation Manager will be responsible for achieving one of the three objectives. Implementation Managers will be embedded in existing organisations to ensure that they are as close to the point of delivery as possible. The roles of **Implementation Managers** will include:

- Developing month by month work programmes demonstrating how their objectives will be achieved
- Implementing the objective set out in this plan
- Managing the delivery of commissioned work
- Delivering their own responsibilities to time and to the highest standards
- Tracking the achievement of agreed targets and ensuring that commissioned organisations track achievements resulting from hub funding
- Co-ordinating with the relevant individuals in infrastructure and other organisations
- Producing a quarterly progress report
- Meeting with the Director to review progress and problems.

The employment contracts of the Director and Implementation Managers will be with the Accountable Body.

It is not envisaged that the hub will have its own financial management, HR, IT or facilities functions. It is estimated that the Accountable Body would need to provide a minimum of:

- 2 - 3 days per month of senior management time to manage and provide support to the Hub Director and ensure proper accountability to the funder
- 2 - 3 days per month of financial reporting and management time to ensure the Hub Director and Implementation Managers have quality management accounts, to account for commissioned work and to report to the funder
- Appropriate input from media, design, IT, HR, policy, research and campaigns.

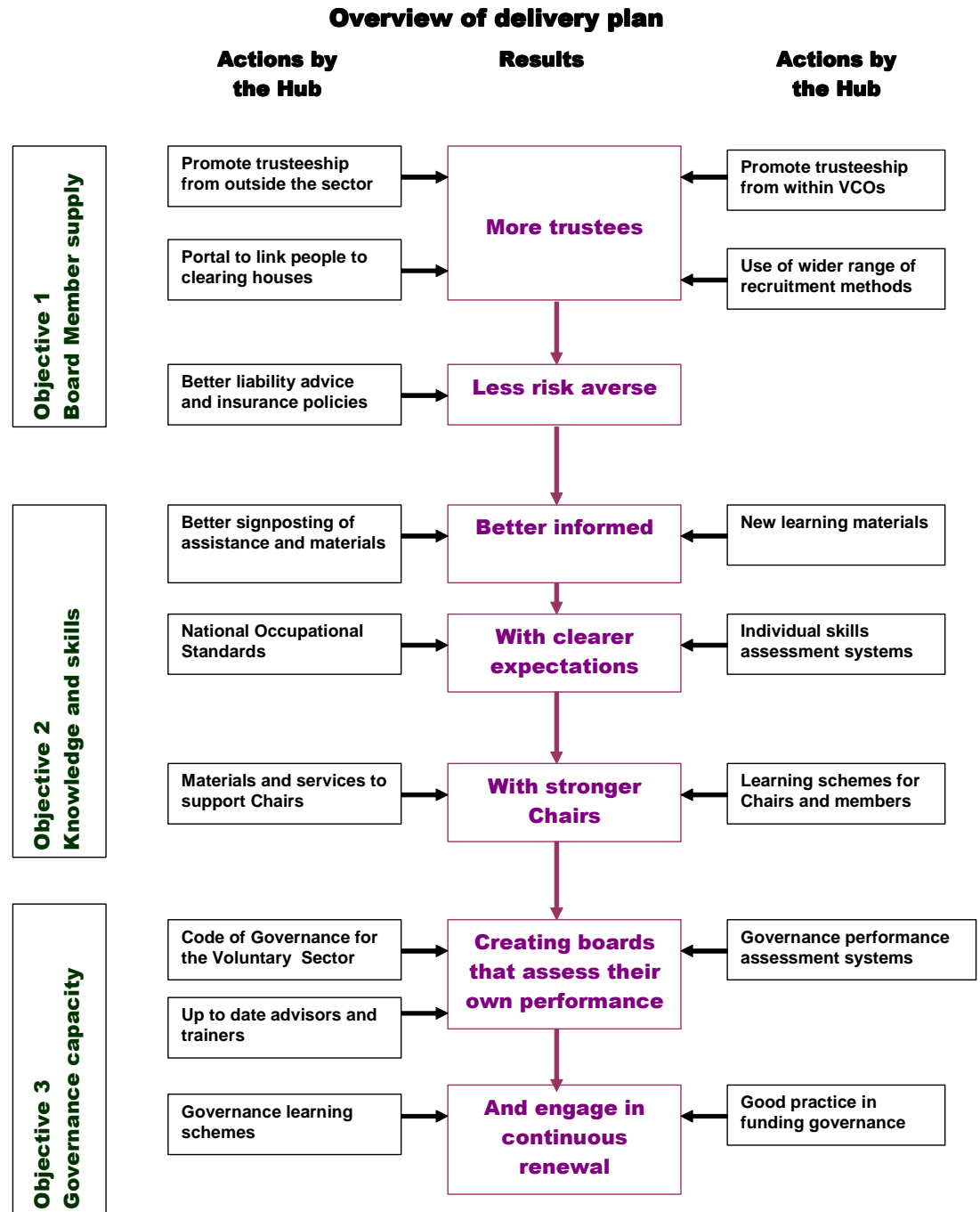
Role of the ACU

This plan assumes that the ACU 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 the ACU 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 2005. To ensure meetings take place, they should be scheduled 12 months ahead.

11 Delivery plan



Objective 1 - To increase the supply of trustees and board members

Key tasks to be commissioned and co-ordinated
1. The promotion of board membership and effective governance engagement nationally, regionally and locally amongst in specific audiences such as the BME community, the business community, faith communities, rural communities, the professions, the public sector and the charity sector. Two audiences to be targeted each year for a two-year period (i.e. four programmes during the first two years of this plan).
2. The promotion of a one-stop portal for trustee clearing houses on the hub website and in print for organisations wanting board members and people wanting board positions
3. The promotion to VCOs of a range of approaches and good practice when seeking new board members, including advertising, head hunting and the use of clearing houses
4. Promotion of unambiguous advice on the liabilities of trusteeship supported by the Charity Commission and the Home Office and intermediary bodies, and the brokerage of low-cost, high-quality insurance policies

Objective 2 - To enhance the knowledge and skills of trustees and board members

Key tasks to be commissioned and co-ordinated
1. The identification of the best generalist and specialist materials, training and learning support on governance and the establishment of a web and print based system for signposting people to these materials, starting with materials for small organisations and including materials on roles and the implications of new developments such as the Acts, SIR, and SORP
2. The production and maintenance of materials (on-line and in print to fill significant gaps in advice available to trustees and people performing governance roles, in particular in smaller organisations
3. Promotion of the emerging National Occupational Standards for board members
4. The review of materials and services available to support Chairs and: <ul style="list-style-type: none">• promotion of these in particular to smaller organisations• the development of materials to fill gaps• the encouragement of regional, sub-regional, local and specialist intermediary bodies to provide workshops, shadowing and peer support to develop chairing skills.

Objective 3 - To increase the governance capacity of organisations to deliver their missions

Key tasks to be commissioned and co-ordinated
1. Strengthening the value, reach and impact of networks of advisors and trainers and further develop communities of practice , making appropriate arrangements for rural organisations and also for legal and employment advice.
2. The promotion of the forthcoming Code of Governance for the Voluntary Sector
3. Refining and promoting governance performance assessment systems and attendant support to all involved in governance ensuring these are consistent with the Performance Improvement Hub materials and are recognised and supported at a local level by the leading infrastructure organisations
4. Defining and promoting good practice in funding governance development and assessing governance performance by funders, by working with key players and the Financing Hub
5. The development of existing governance learning schemes (shadowing, mentoring, paired working, networking, communities of practice, and telephone support etc) delivered by infrastructure organisations at regional, sub-regional and local levels for trustees, staff and volunteers.