



Partnership Programme Framework

June 2007

Introduction

The Governance Hub is looking to work in partnership with umbrella organisations and federated charities to support, develop and improve governance within the sector at a national, regional and local level.

The Hub is looking for project partners who have the experience, commitment and capacity to deliver innovative initiatives to achieve one or more of the following outcomes:

- **To increase the governance capacity of the organisation/charity**
- **To develop knowledge, skills and/or support initiatives for trustees**
- **To develop knowledge, skills and/or support for (governance) advisers**
- **To promote good governance within the organisation/charity**

We can offer you access to resources, tools, funding, networks and marketing channels and an opportunity to be part of a national project to support improvements in governance within the sector.

Background

The Governance Hub is a partnership of nine organisations working to improve the levels of good governance throughout the voluntary and community sector in England. The nine partner organisations are: ACEVO, Bassac, BTEG, Charity Trustee Networks, East Cornwall CVS, NACVS, NCVO, Social Enterprise Coalition and Volunteering England.

The key objectives of the Hub are:

- To increase the supply of trustees and board members
- To enhance the knowledge and skills of trustees and board members
- To increase the governance capacity of organisations to deliver their mission
- To promote good governance in the voluntary and community sector

The Governance Hub is one of six Hubs of expertise, developed as part of the Home Office funded Change Up programme to build capacity and improve the infrastructure of the voluntary and community sector. The Hub is funded by Capacity Builders.

Aims of the Partnership Programme

During 2006/2007, through the Partnership Programme, the Governance Hub supported 87 projects across England; (47 one off workshops and 40 longer pilot learning programmes). The Programme has been evaluated and the learning from these projects has informed the next stage of the Partnership Programme. The Hub is now seeking to develop strategic partnerships

with umbrella organisations and federated charities to facilitate initiatives that catalyse a significant improvement in the quality of governance within the sector. Specifically the Partnership Programme will:

- Enable the Hub to reach further within the voluntary and community sector to meet the diversity of need with appropriate resources and support
- Support work with priority audiences; namely disability, BME, young people, faith-based and rural organisations
- Ensure a broader and richer range of expertise and knowledge from within the sector, is shared across the sector
- Provide development opportunities for organisations/charities, infrastructure bodies, staff, boards and trustees, thus building capacity and sharing resources.

The Governance Hub is looking to work in partnership with umbrella organisations or federated charities to take forward one or more of the following project areas:

Project Areas	Examples
<p>1. Promote governance capacity</p>	<p>Providers are invited to propose projects that will promote governance capacity within an umbrella group or federated charity, at a national, regional or local level. Examples of projects could include, but are not limited to: support to use, implement and sign up to the Code of Governance, support to use the National Occupational Standards for Trustees, or support to utilise the Trustee Recruitment Toolkit.</p>
<p>2. Develop knowledge, skills and/or support initiatives for trustees</p>	<p>Providers are invited to propose particular resources or services they would like to develop, revise, expand or promote to support trustees (including chairs) in their roles and responsibilities. Examples of projects could include, but are not limited to: board recruitment, ensuring diversity on boards, induction programmes, skill assessments, learning and development programmes, including mentoring schemes and Action Learning Sets.</p>
<p>3. Develop knowledge, skills and/or support for (governance) advisers</p>	<p>Providers are invited to propose plans which would facilitate the developing and sharing of knowledge, skills and expertise amongst Advisers. Examples of projects could include, but are not limited to: developing, promoting and facilitating advisers' network, funding speakers or trainers' costs, and developing 'blended' development opportunities (i.e. training events supported by ongoing Action Learning Sets or Networks).</p>
<p>4. Promote good governance</p>	<p>Providers are invited to propose running an event or scheme that would help to promote and cascade good governance arrangements within an umbrella group or federated charity. Examples of projects could include, but are not limited to: running workshops on trustee recruitment, the Code of Governance or the National Occupational Standards for Trustees; signposting groups/charities to information and resources available to promote good governance.</p>

Criteria for selection of participants in the Partnership Programme

The criteria that the Hub will use to agree partnerships are as follows:

- The ability of the project to make a significant improvement in the quality of governance within an umbrella organisation or federated charity
- Knowledge and/or experience of the partner of working on governance development, training and/or support services
- The capacity of the partner to deliver, including meeting deadlines
- The ability of the partner to reach, engage and/or provide services to the Hub's priority audiences; namely, disability, BME, young people, faith-based and rural organisations
- The need to reach national, regional and local organisations, geographical and thematic focus in the Hub programme overall

Working principles for project partnerships

- The Hub's Values underpins the work of the Partnership Programme:
 - Passionate: passionate about the importance of good governance to the maintenance and development of an independent and vibrant third sector
 - Collaboration: 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: 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: ensure access to high quality resources and services developed in partnership with specialists in the field
 - Responsive: listen to and respond to the needs of the sector through our advisory and reference bodies and targeted research
 - Impartial: provide impartial views and services based on evidence and knowledge gathered across the sector.
- The Hub will bring to each partnership the following: funding, a wide range of resources and tools (including research reports, training materials, toolkits and guides); the opportunity to participate in National Hub work and shape its outcomes; access to expertise and networks including the Hub's communications and marketing channels; and commitment to developing good governance at all levels of the sector.

Governance Hub Funding

The Hub is initially making available £100,000 to fund this stage of the Partnership Programme. Partners can apply for a minimum £1,000 and maximum £10,000 to fund a project. This funding may be used:

- To replace salary costs, to a limited extent, where infrastructure staff take on substantial contributions to Hub projects
- For consultancy, trainer and/or facilitator fees, at an agreed daily rate where a project requires these
- To commission writers of new or revised resources and materials
- For travel expenses related to project participants (but not workshop participants) and in other agreed cases
- To cover costs relating to signposting, publicity or administration

- For venues and refreshments for events such as workshops

The level of funding will be agreed on a case by case basis with project partners. The Hub will expect that its funding support enables work to be done that would not otherwise be funded. Hub support should not be used to replace existing funding obtained for development projects.

The Governance Hub will agree arrangements regarding intellectual property rights (IPR) according to the scope of each project and what each partner contributes. IPR will either be held by NCVO for the Hub, or held by the project partner, or shared, with appropriate reciprocal royalty free licences or permissions.

How the partnerships will work

Projects

- The project should be a piece of new and developmental work, that has not been done before and which builds the capacity of the provider of the project and aims at developing a model or methodology which is replicable elsewhere
- Review and evaluation must be built into the planning of the scheme, and organisations conducting projects must commit to producing a written report within a month of the project completion date
- The project must be completed and the evaluation submitted by 25 February 2008
- The project must be set up and documented in such a way that they can be used as case studies in Hub materials and publicity
- Funding available for each project will be up to £10,000.

For selected projects, the Hub will provide:

- Assistance in planning and developing the project
- Access to and/or funding for expert advice to develop the plan, methodology etc, and possibly to facilitate certain elements of the project
- Resources such as materials needed to carry through the project and/or funding for practical requirements including hire of venues, hire of equipment etc.

Partner organisations are expected to provide:

- An initial concept and plan, including evaluation mechanisms
- A detailed budget for the project
- Delivery of agreed outcomes
- Access to, recruitment of and liaison with participants
- Local management of the project
- Local support for the project, such as access to facilities where needed, access to any publicity channels needed etc.
- A written report to be produced within a month of the completion of the scheme, together with appropriate supporting documentation.

Support initiatives for trustees and advisers

The Hub is interested in proposals relating to the development of new or expanded services for trustees and governance advisers. These services should:

- Be aimed at a sizeable audience, whether across a town, area or region or in a particular sub sector.
- Be in response to an identified need, which should be evidenced, where possible

- Have forward plans to ensure they are sustainable locally or regionally once started up and if successful.
- Provide assistance that is not already available from other sources
- Be capable of replication and/or expansion
- Be accessible to diverse groups.

The Hub is not prescribing further details on how these services should be delivered or shaped. Proposals are encouraged which meet the needs of different parts of the sector, and the Hub will negotiate contractual agreements to suit each project.

Workshops and events

On its three key governance themes (Code, Trustee Standards and Trustee Recruitment) the Hub can provide:

- Templates for publicity fliers in print and online, based on using joint branding
- An event framework setting out how a workshop could be structured and delivered
- Trainers/speakers who will run the workshops (for Trustee Standards workshops only)
- A pack for trainers or facilitators
- Packs of materials for participants, including toolkits, handouts, CD-Roms or other formats
- Evaluation mechanisms
- Funding

The host organisation is asked to provide:

- Access to local/regional publicity channels
- A registration process for participants, including mechanisms for payment
- Access to and booking of a suitable venue
- A named liaison/contact person
- Trainers/facilitators and speakers

The Hub and partner organisation will negotiate:

- The programme for workshops and events, to agree on timings, packaging themes and any appropriate adjustments that can be made to reflect local concerns, needs or priorities
- The minimum level of participants for an event
- The fee for participants.

Applying to the Partnership Programme

- To apply to the Partnership Programme complete the Project Proposal Form and email to: anna.gotz@ncvo-vol.org.uk or post to Governance Hub, NCVO, Regent's Wharf, 8 All Saints Street, London, N1 9RL
- All applications must be received by 12 noon on 23 August 2007.
- A small panel will review all applications against the criteria and agree which partnerships will be taken forward.
- In order to respond to emerging need and to take into account the development plans of organisations, proposals will be considered on a first come, first served and case-by-case basis, taking account of the selection criteria. The Panel will meet on 26 July and 24 August to assess and approve applications. You will be notified within one week of the Panel meeting whether the Hub can support a project.
- The Hub will contact you to discuss the detail of the project and a Letter of Agreement between the Hub and each project partner will be provided as a contract.

For further information

To discuss the Partnership Programme, contact: Alison Taylor, Implementation Manager
Governance Hub, c/o CTN, 3-4 Frensham Suite, Friary Court, 13-21 High Street, Guildford, GU1
3DG.

E: alison.t@trusteenet.org.uk

T: 01483 230 280

M: 07921 700534

To find out more about the resources of the Governance Hub, contact: Anna Gotz,
Administrator, NCVO, Regent's Wharf, 8 All Saints Street, London, N1 9RL.

E: anna.gotz@ncvo-vol.org.uk

T: 020 7520 2616

Or go to: www.governancehub.org.uk



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Project Proposal Form

Contact: named individual, organisation, address, tel, email	
Type of organisation	
Level of work (national, regional, local, thematic or sub sector)	
Title/area of work and fit with the Partnership Programme project areas	
Aim of project	
Outline of proposal (max 400 words to include any evidence of need)	
Intended output(s) and outcome(s)	
Proposed timescale / dates	
Target audience (who / how many)	
Budget and support needed from Hub	
Publicity plan	
Evaluation mechanism	
Forward strategy (if relevant)	
Experience and capacity to deliver the project	

Please send your completed form to:

email: anna.gotz@ncvo-vol.org.uk or post to Governance Hub, NCVO, Regent's Wharf, 8 All Saints Street, London, N1 9RL