

# NEWSLETTER

Summer 2006



## WELCOME

**Capacitybuilders has been established to achieve two broad aims over the next few years:**

- to manage and deliver the ChangeUp programme; and
- to influence the policies and practices of funders, both statutory and private, who are involved in trying to build the capacity of the sector.

We have a £70 million budget to invest in 2006 and 2007 to bring about radical change in the way

in which the voluntary and community sector works. We are moving fast to ensure that local and regional Consortia are supported in their important activities and that the National Hubs are offering relevant services to people around the country.

**But what are some of the major issues that are emerging for us and which will have an impact on all organisations?**

Firstly, it is the job of Capacitybuilders to invest in the infrastructure of the voluntary and community sector. But the judgement that must be made about the effectiveness of the programme of investment must be based on real change at the frontline. If all that has changed in eight years' time is that the major infrastructure organisations are a bit more effective than at present and there is no discernible change at a local level, we will have wasted those funds.

I want to be able to point to real change – not only in frontline organisations but in communities themselves. If nothing has changed, for example, in Bradford or Clacton-on-Sea, then the programme has been a failure. So one of our problems is investing in one part of the sector but then measuring change in another!

Secondly, to what degree should we be supporting and funding local and regional infrastructure compared with investing in national organisations which may be able to offer strategic leadership to the voluntary and community sector?

Everyone has a role to play. The ChangeUp programme is not exclusive to national initiatives or local/regional projects. But where does the balance lie? The original Home Office approach was

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to say that 65 per cent of the total programme spend should go to local, sub-regional and regional initiatives, with 35 per cent to be spent at a national level. The Board of Capacitybuilders has accepted this formula in its plans for the next two years but should we change the allocation? Our inclination is to push funds even more to the local and regional levels – maybe pushing that spend up to 70 per cent in the period 2008 to 2010.

Voluntary and community organisations can play a vital role in renewing their communities and neighbourhoods. It is our job at Capacitybuilders to help them do this.

**Simon Hebditch**  
Chief Executive, Capacitybuilders

## CAPACITYBUILDERS' FUNDING PROGRAMMES

During this financial year (2006–2007) Capacitybuilders will launch new funding programmes for ChangeUp Consortia and other bodies **involved in infrastructure support or capacity building**. These programmes will support frontline groups in making themselves more effective and efficient.

The table below shows what funding has already been made available and what will become available up to March 2007. Visit our website – [www.capacitybuilders.org.uk](http://www.capacitybuilders.org.uk) – to register for e-mail updates when new funding programmes are released.

| Fund name                                     | National Allocation 2006/2007<br>(note: all figures approximate) | Details  | Timing  |
|---|--|--|---|
| <b>National Hubs</b>                          | £9 million   | Funding already committed. During the summer we will review the Hubs to assess whether their structure and services best meet voluntary and community organisations' needs.  | Committed: April/May 2006   |
| <b>Continuation Fund</b>                      | £7 million   | The first grants from the Continuation Fund were paid during April/May 2006. Further quarterly payments will be made in advance on submission of the quarterly return.   | Committed: April/May 2006   |
| <b>Consortia Projects Programme</b>           | £9 million   | ChangeUp Consortia are invited to submit proposals to fund priority projects. Project proposals must be part of Consortia Infrastructure Investment Plans (IIPs).  | <b>From 12 June:</b> Invitations to bid and supporting guidance have been sent via e-mail to Consortia.<br><b>31 July:</b> Last date for applications to be received by Capacitybuilders.<br><b>October 2006:</b> Grant payments will start being made. |
| <b>Improving Reach Programme</b>              | £6 million   | This programme will take forward the recommendations of the Equality and Diversity strategy and improve the reach of the ChangeUp Programme to Black and Minority Ethnic, Rural, Faith and other groups who traditionally experience barriers in accessing mainstream provision. | We intend to announce further details of this programme over the summer.  |
| <b>Non-Consortia Infrastructure Programme</b> | £1 million   | This programme will identify and develop the infrastructure of organisations that have a national presence but do not yet belong to Consortia.   | We intend to announce further details of this programme in the second half of the year.   |

## BUILDING A PICTURE OF LOCAL VOLUNTARY AND COMMUNITY SECTOR ACTIVITIES ACROSS THE UK



The National Association for Voluntary and Community Action (NAVCA) has launched a guide to help local groups build accurate pictures of voluntary and community sector activities and outcomes across Britain. *Getting to know your local voluntary and community sector (VCS) – a toolkit* has been developed by NAVCA in partnership with the Audit Commission and the Home Office, with support from other national agencies and infrastructure organisations.

*Getting to know your local voluntary and community sector* promotes good practice by encouraging a standardised approach to producing a VCS database and profiling the sector in local areas.



The VCS profiles will document:

- the number of VCS organisations in a locality;
- their activities;
- their geographical boundaries; and
- the outcomes they achieve.

The resulting national database will be comprehensive and will include the small voluntary and community organisations that are not listed on GuideStar (the database for registered charities). We hope it will become invaluable for fund seekers, funders and anyone else with interest in the sector.

For further information and guidance on how to produce VCS profiles visit [www.navca.org.uk](http://www.navca.org.uk) or [www.audit-commission.gov.uk/areaprofiles](http://www.audit-commission.gov.uk/areaprofiles)

## CAPACITYBUILDERS WELCOMES NEW MINISTER FOR THE THIRD SECTOR

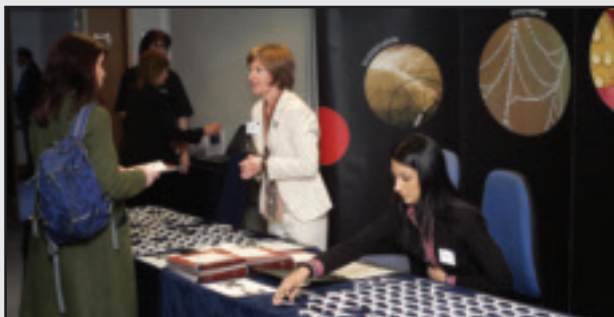
As a result of the Prime Minister's reshuffle on 6 May the Cabinet Office was given two new areas of responsibility – Social Exclusion and the Third Sector. As part of the Cabinet Office, the Office of the Third Sector is being run by staff from the Active Communities Directorate in the Home Office and the Social Enterprise Unit in the Department of Trade and Industry.

Chris Pond, Chair of Capacitybuilders, welcoming the appointment of Ed Miliband MP as the Minister for the Third Sector, said: 'Ed Miliband has a clear understanding of the importance of the voluntary sector in driving change and is ambitious about what it can achieve, with the right support. We look forward to working with him.'



Ed Miliband MP, Minister for the Third Sector

## LAUNCHING CAPACITYBUILDERS



*Francesca Borton-Wilkins and Gurjinda Sahota checking people in at the launch*

Capacitybuilders was launched on 3 April at the International Convention Centre in Birmingham by the then Parliamentary Under Secretary of State at the Home Office, Paul Goggins MP. More than 280 representatives from the voluntary and community sector attended the launch. **For those of you unable to make the day, here's a brief overview of what was covered.**

In the morning session, Capacitybuilders' Chief Executive, Simon Hebditch, unveiled Capacitybuilders' strategy – Fit for Growth – showing how funds will be distributed and objectives achieved.

The afternoon featured workshop sessions, covering the key areas of discussion. This enabled the Capacitybuilders Board and staff to hear first hand the reaction to the strategy document presented in the morning session. The groups reconvened for the final afternoon session to feedback on the topics they'd covered, including:

- Getting to the frontline;
- Investing in marginalised communities;
- Spreading good practice/measuring outcomes;
- Influencing the policymakers; and
- National Hubs and local Consortia – how do they work together?

Feedback from the workshop sessions and from the event's feedback form has been gathered together into a report on the launch. If you would like a copy, please email [info@capacitybuilders.org.uk](mailto:info@capacitybuilders.org.uk) and entitle your email 'Launch report'.

We hope that those of you who attended the event found it worthwhile and we would like to thank you for helping to make it such a success. A similar event in the form of an annual conference is planned for next year – so watch this space. ●

## AT A GLANCE – WHO'S WHO AT CAPACITYBUILDERS

Capacitybuilders' headquarters and central team are based in Birmingham. Nine regional coordinators provide cover across the Government Office regions: East Midlands, East of England, London, North East, North West, South East, South West, West Midlands and Yorkshire and Humber.

Setting up a new agency is a huge challenge. Here's an introduction to some of the passionate and experienced individuals who are enabling the organisation to meet that challenge.

**Simon Hebditch, Chief Executive.** Most of you will have heard from the head of our Capacitybuilders' team already.

**Helen Palmer, Programme Director.** Helen's role is to ensure that the vision and priorities identified by Capacitybuilders and the ChangeUp programme are translated into grant programmes that channel funds where they are most needed. Helen joins Capacitybuilders after many years of working for frontline voluntary organisations and a variety of funding bodies in the not-for-profit sector.

Helen believes that Capacitybuilders' role lies in 'maintaining the momentum in delivering the programmes and grant payments, aspiring to the very best practice in grant-making and encouraging shared learning about best practice in infrastructure delivery.'

Working within Helen's Programmes team are the nine Regional Coordinators and a Birmingham-based Grants Coordination team.

### The Regional Coordinators are:

- **Kally Barot** and **Mike Wilkins** covering the East Midlands and East of England;
- **Neil Bennett** and **Sandra Beighton** covering the North East and Yorkshire and Humber;
- **Corrina McHale** and **Mary-Jane Peach** covering the West Midlands and North West;
- **Jill Walsh** covering London; and
- **Vernon Samuels** covering South West and South East (the South East will soon have its own Coordinator).

**John Marshall, National Coordinator of the Grants team.** Before joining Capacitybuilders, John worked in voluntary sector policy at the Home Office for ten years. He is also currently a trustee and director of South Northamptonshire Volunteer Bureau. Working with John are three Grants Officers, Aseia Rafique, Gurjinder Sahota and Fran Phillips, who facilitate and manage the delivery of programmes and grant payments.

**Gilbert George, Resource and Planning Director.** Gilbert's role is to ensure that Capacitybuilders' resources are used in an efficient way, to maximise the funding that is made available to the sector. Gilbert has over 15 years of experience working in

senior roles in the public/not-for-profit sector. Gilbert oversees the Finance Department, which ensures that the grant payments reach the correct bank accounts on time, and takes responsibility for office management, HR and ICT.

Finally, the Communications Team is led by **Jane Fewkes, Communications Manager.** Jane's roles are to ensure that clear messages are delivered to key stakeholders and interested parties; aid the two-way flow of information; and support the Regional Coordinators in their role as a key communication link between Capacitybuilders and its stakeholders.

## HANDING OVER... MOVING FORWARD TOGETHER

In May this year, Government Office ChangeUp staff from all nine regions, together with incoming Capacitybuilders' Regional Coordinators, met for a workshop to capture learnings from the ChangeUp programme and develop recommendations for future delivery of the Capacitybuilders' programme of work.

The workshop was held at the Capacitybuilders' Birmingham office and was facilitated by external voluntary and community sector (VCS) specialists Kelly Drake and Linda Mitchell.

### Sharing opinions

Delegates were invited to share and analyse their experience of implementing the ChangeUp vision, strategies and investment programmes, to identify successes, weaknesses, challenges and expected and unexpected outcomes/wins. People were also encouraged to share their findings about what the programme has achieved for the VCS and Government Offices. The workshop gave delegates the chance to inform Capacitybuilders' criteria for new funding programmes and delivery mechanisms.

### Analysing the benefits

After introductions, the morning session started with an appreciative inquiry into the best of ChangeUp. This took the form of a paired interview exercise capturing personal stories about ChangeUp and/or Capacitybuilders in the VCS. Key themes arising from the exercise included:

- the importance of developing a successful approach;

- the importance of planning;
- partnership development; and
- wins.

Next was a group exercise where delegates were asked to communicate the messages that Government Office and Capacitybuilders staff have heard or picked up about 'what needs to change' or 'be out in the open to move on'. The exercise was designed to discover what challenges staff have faced in their work with ChangeUp.

At the end of the day, the delegates looked at the role of Regional Coordinator, current issues arising, learning to be shared and recommendations about how Capacitybuilders can move forward.

### Open and honest

The atmosphere throughout the day was positive, with open and honest debate and information sharing. In their summing up, Kelly and Linda both believed that the group had gone a long way in capturing learning, looking at key successes and at the challenges that lie ahead for Capacitybuilders.

The Capacitybuilders team are very grateful to everyone who took part and would like to thank all Government Office staff involved in the delivery of ChangeUp to date for their hard work and their contribution to the programme as it is handed over to the new Capacitybuilders staff.

**You can contact Capacitybuilders either by phone or by email, or you can visit our website for more information:**

**[www.capacitybuilders.org.uk](http://www.capacitybuilders.org.uk)**

For all **general enquiries** please contact us in any of the following ways:

Telephone: **0121 237 5100**;

Email: **[info@capacitybuilders.org.uk](mailto:info@capacitybuilders.org.uk)**; or

Write to: **Capacitybuilders**

**77 Paradise Circus**

**Birmingham B1 2DT**

If your query is specifically about our Funding Programmes please contact us on **0121 237 5100** and ask for the Grants Team.

We would like to hear from you with your **feedback and comments** – please send these to:

**Jane Fewkes**

**Communications Manager**

**Capacitybuilders**

**77 Paradise Circus**

**Birmingham B1 2DT**

or email: **[info@capacitybuilders.org.uk](mailto:info@capacitybuilders.org.uk)**

**The ChangeUp framework** was developed in partnership with the sector and focuses on improving capacity building and infrastructure within the voluntary and community sector. From April 2006 ChangeUp has been managed by Capacitybuilders.

For further details on the ChangeUp programme please visit the ChangeUp website at:

**[www.changeup.org.uk](http://www.changeup.org.uk)**, or alternatively contact Capacitybuilders in any of the ways mentioned in the contact details opposite.



## **NATIONAL HUBS – WORKING TO SUPPORT INFRASTRUCTURE ACROSS ENGLAND**

The National Hubs are partnerships of voluntary and community organisations that have come together to improve the support available to the sector. The six Hubs focus on specific themes that have been identified as critical for the sector's success and development:

- Finance;
- Governance;
- ICT;
- Performance;
- Volunteering; and
- Workforce.

Each Hub is providing a host of services with and for infrastructure and frontline organisations across England. These include information services, such as telephone helplines and websites packed with news, resources, case studies and signposting to other services. New learning and support activities

are also being tested and delivered, including training, mentoring, networking and e-learning schemes.

Opportunities still exist for organisations to work with the Hubs to inform, develop and deliver their activities.

To find out more and about their work and how to get in contact, please read the National Hubs Bulletin inserted in this newsletter. This is the first of our bulletins, so we would value your feedback to help us shape the next edition.

**To find out more about the Hubs, including links to their websites, visit [www.changeup.org.uk](http://www.changeup.org.uk)**


## WHAT TO LOOK OUT FOR IN THE COMING MONTHS...

... **A 'temperature check' report** on ChangeUp's progress to date. The report will be published later on this summer.

... **A case study and report** outlining the steps taken in creating and setting up Capacitybuilders, including lessons learned. The report is due out late this summer.

... **A review of the National Hubs.** This will take place in July and August. Recommendations will be considered at the Capacitybuilders' board meeting in early September and Hubs and wider stakeholders will receive feedback later on in September.

... **The launch of Third Sector First Events, sponsored by Capacitybuilders.** This series of ten regional events, conferences and exhibitions will bring together local Third Sectors. The events aim to attract over 400 delegates in each region, including frontline Third Sector organisations, charities, umbrella bodies, local and regional CVSs, social enterprises, community interest companies, local government, regional development agencies and trade associations. The first event will be held on 12 September at the University of Manchester – the full details will be available on our website soon.





**Head Office Address:**

77 Paradise Circus

Birmingham B1 2DT

Switchboard: 0121 237 5100

Email: [info@capacitybuilders.org.uk](mailto:info@capacitybuilders.org.uk)

Web: [www.capacitybuilders.org.uk](http://www.capacitybuilders.org.uk)

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Funded by



# NATIONAL HUBS BULLETIN

## INTRODUCTION

**Welcome to the first bulletin from the National Hubs. This bulletin focuses on introducing the work of the Hubs and providing contact details. Each Hub is working in partnership with frontline and infrastructure organisations across England to inform, develop and deliver activities and is hosted by an accountable body.**

Future editions will provide more news on resources, events and other activities. If you have any ideas or specific needs please contact us at [governance@ncvo-vol.org.uk](mailto:governance@ncvo-vol.org.uk).

## FINANCE HUB

The Finance Hub aims to create voluntary and community organisations which are effective and independent because they are financially sustainable.

A partnership consortia, it works with the VCS to build on existing expertise to develop capacity, by:

- Researching and filling in gaps in resources, information or support;
- Positively influencing the policy and practices of funders and other policy makers.

The hub will deliver research, policy development and a range of services, including training and a comprehensive website.

### Find out more

Tel: **020 7832 3016** Email: [financehub@cafonline.org](mailto:financehub@cafonline.org) Web: [www.financehub.org.uk](http://www.financehub.org.uk)

## GOVERNANCE HUB

The Governance Hub, a partnership of eight umbrella organisations, exists to champion good governance in the voluntary and community sector. We aim to increase the supply of trustees /board members, enhance their knowledge and skills and increase the governance capacity of organisations to deliver their missions.

We **provide a host of services** with and for individuals and organisations including:

- Information via our website, publications and telephone helpline
- New learning / support activities e.g. training, mentoring, networking and e-learning schemes
- Awareness raising campaigns to inform the sector on governance development and encourage members of the public to become trustees.

### Find out more

HelpDesk: **0800 652 4886** Email: [governance.hub@ncvo-vol.org.uk](mailto:governance.hub@ncvo-vol.org.uk)  
Web: [www.governancehub.org.uk](http://www.governancehub.org.uk)

## ICT HUB

The ICT Hub encourages voluntary and community organisations to operate effective ICT based operations and develop robust ICT strategies.

The ICT Hub is working with:

- Funders to improve the funding of ICT
- The corporate sector to increase the number of relevant and affordable products and services
- Policy makers to highlight the advantages ICT can bring to VCOs.

The ICT Hub has developed a range of resources, primarily for frontline organisations and ICT support workers with different skills and knowledge of ICT as well as for funders, infrastructure organisations, circuit riders, policy makers and corporate organisations.

## Find out more

HelpDesk: **0800 652 4737** Email: [helpdesk@icthub.org.uk](mailto:helpdesk@icthub.org.uk) Web: [www.icthub.org.uk](http://www.icthub.org.uk)

## PERFORMANCE HUB

The Performance Hub works to help third sector organisations achieve more through the use of performance approaches, such as: strategic thinking and planning, quality assurance, monitoring and evaluation and benchmarking.

Our vision is third sector organisations having a positive impact upon the lives of millions because they are performing excellently.

We aim to increase the quantity and quality of performance support available locally, regionally and nationally, by offering a range of services for infrastructure. These include free regional training courses and a range of peer networking services. Our other services include a website, freephone helpline and quarterly magazine.

## Find out more

Helpline: **0800 652 5787** Email: [helpline@performancehub.org.uk](mailto:helpline@performancehub.org.uk)  
Web: [www.performancehub.org.uk](http://www.performancehub.org.uk)

## VOLUNTEERING HUB

We want more people to volunteer. We want volunteers to be more diverse and well managed and supported, so that they remain committed and motivated.

We work with others to enable volunteering infrastructure organisations, especially Volunteer Centres, to support this. Our work includes:

- Providing good practice materials on volunteer involvement
- Developing a package of training and support for Volunteer Managers
- Providing reliable, up-to-date information on volunteering and risk
- Supporting Volunteer Centre re-branding and marketing
- Developing a framework for Volunteer Centre funding
- Supporting the work of the Commission on the Future of Volunteering.

## Find out more

Information line: **0800 028 3304** Email: [volunteeringhub@volunteeringengland.org](mailto:volunteeringhub@volunteeringengland.org)  
Web: [www.volunteering.org.uk/hub](http://www.volunteering.org.uk/hub)

## WORKFORCE HUB

The UK Workforce Hub aims to lead and facilitate action which helps voluntary and community organisations to:

- Be great places to work and volunteer
- Be better employers
- Embrace a culture of learning and development.

We work with national, regional and local partners to develop services, share information and keep workforce development on the agenda of mainstream funders and service providers. Through our e-briefings, networks, website and free helpdesk we provide news, resources and links on learning, skills and employment issues.

## Find out more

HelpDesk: **0800 652 5737** Email: [help@ukworkforcehub.org.uk](mailto:help@ukworkforcehub.org.uk)  
Web: [www.ukworkforcehub.org.uk](http://www.ukworkforcehub.org.uk)