

Making the ChangeUp

ChangeUp in Yorkshire and the Humber 2005/2006



regionalforum 


GOVERNMENT OFFICE
FOR YORKSHIRE AND THE HUMBER

ChangeUp
Managed by Capacitybuilders
supported by the Cabinet Office


capacitybuilders



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Executive Summary

“By 2014 the needs of frontline voluntary and community organisations will be met by support which is available nationwide, structured for maximum efficiency, offering excellent provision which is accessible to all while reflecting and promoting diversity, and is sustainably funded.”

CHANGEUP, EXECUTIVE SUMMARY, ACTIVE COMMUNITIES UNIT, HOME OFFICE, 2004

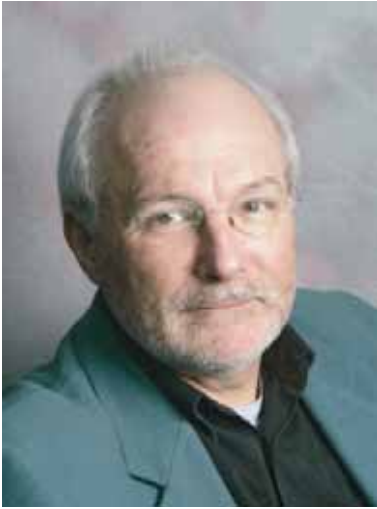
This report celebrates some of the achievements of organisations in Yorkshire and the Humber delivering projects supported through the ChangeUp investment programme. The report showcases examples of how this support work has helped frontline voluntary organisations to do their best for the individual people and communities they serve.

ChangeUp is the national framework for improving the quality, capacity and sustainability of the infrastructure organisations, which support frontline voluntary and community sector (VCS) organisations to serve communities. Launched by the Home Office in June 2004 with £80 million nationally, the programme is now managed by Capacitybuilders, an independent strategic agency operating at arms length from the Government.

Developing voluntary and community sector infrastructure is primarily about ensuring that frontline organisations, delivering services in some of the most disadvantaged communities, have access to the support they need to do the best for people. The emergence of ChangeUp investment therefore represented a real opportunity to invest in this, often invisible, support.

As with so many funding programmes ChangeUp appeared on the scene at short notice. As such, the sector was required to respond quickly to demands whilst maintaining a strategic focus on improving access to infrastructure for the voluntary and community sector.

In this publication we will look at how ChangeUp has succeeded in improving the ability of frontline organisations to get the support they need to serve the communities of Yorkshire and the Humber.



Foreword

I am delighted to provide a foreword for this study and celebration of the achievements of many people and organisations with the help of ChangeUp funds.

I was seconded to Government Office for Yorkshire and the Humber (GOYH) from March 2005 until April 2006 to help co-ordinate the ChangeUp programme in the region. During that time it was difficult to really see the successes and benefits resulting from ChangeUp investment. For a variety of reasons the actual delivery and, more importantly, the impact of this activity only showed towards the end and after the funding period. I was, therefore, really pleased to attend the "ChangeUp, Up and Away" event in April 2006. I was truly impressed by the range and impact of activities that were showcased on the day. It is fair to say that

the programme put great pressure on all involved; in particular the VCS infrastructure organisations responsible for researching, planning and delivering the activities. A great deal has been achieved in a relatively short period of time.

The research into needs took place in the second half of 2004, the Infrastructure Investment Plans were developed and delivered by March/April 2005 along with proposals for spend. Activities were set up, established and ran through 2005-06. As if that wasn't enough, proposals for Continuation Funding for 2006-07 were to be discussed, agreed, written up and submitted. All of this had to be written by consortia that in some cases were new "partnerships" and brought some people together for the first time.

There have been many, many examples of excellent work, a few failures as well but the nature of the programme demanded risk taking and this brings the possibility of some things not working. I would like to congratulate the VCS infrastructure organisations in Yorkshire and the Humber for such a high level of achievement and hope you enjoy reading about the impact that ChangeUp has had in the region.

**Neil Bennett,
Regional Co-ordinator,
Capacitybuilders**



Delegates at the Northern Gathering of the Northern Network of Travelling People.

The ChangeUp Landscape

ChangeUp is a framework for improving the quality, capacity and sustainability of the infrastructure organisations that support the voluntary and community sector (VCS). Launched in June 2004 with £80 million nationally, a total of £5.6 million was invested in Yorkshire and the Humber and was managed regionally by GOYH.

The investment was to explore and experiment with new ways of working to build long-term sustainable provision of quality infrastructure services to voluntary organisations.

Why Infrastructure?

Voluntary sector infrastructure is the support that helps frontline voluntary organisations to do the best for the people and communities they serve. This includes supporting organisations to deal with new legislation, responding to changing policy agendas, and developing more effective and sustainable services.

Throughout this investment ChangeUp has laid down an underlying agenda of supporting the voluntary sector to retain its independence and core values whilst continuing to be innovative and to push boundaries.

The National Picture

At a national level a number of key support needs were identified, through consultation between Government and the sector, to act as the framework for infrastructure development.

These are:

- Performance Improvement;
- Workforce Development and Leadership;
- ICT (Information and Communications Technology);
- Governance;
- Recruiting and Developing Volunteers;
- Funding Voluntary and Community Sector Activity.

National Hubs of Expertise

The Hubs were established, around these key themes, to provide access to a range of support and information services and provide a strategic overview of developments in each area.

ChangeUp National Projects

In addition to regional allocations and the work of the National Hubs, five national projects were funded by ChangeUp and sponsored by Government Departments other than the Home Office Active Communities Unit. These comprised the ChangeUp Public Service Priority Programme.

These projects were:

- Older People's Health and Social Care;
- Correctional Services;
- Ethnic Minority Employment;
- Homeless Hostel Provision;
- Parenting Support Services.



Sharing success at the “ChangeUp, Up and Away” event.

ChangeUp in Yorkshire and the Humber 2005/2006

Alongside the national strategy, GOYH managed this region’s £5.6 million ChangeUp Programme in partnership with the voluntary and community sector. The £5.6 million was allocated to projects through the four sub-regional consortia and the Regional Forum, for regional work in the absence of a formal regional consortium. Neil Bennett was seconded as a VCS representative to GOYH to provide overarching co-ordination for this process.

Consortia within each of the four sub-regions in Yorkshire and the Humber took on the role of sub-regional co-ordination.

West Yorkshire	WYLDA – West Yorkshire Local Development Agencies
The Humber	FoLDA – Federation of Local Development Agencies
North Yorkshire	York & North Yorkshire Sub-regional VCS Infrastructure Consortium
South Yorkshire	South Yorkshire ChangeUp Consortium

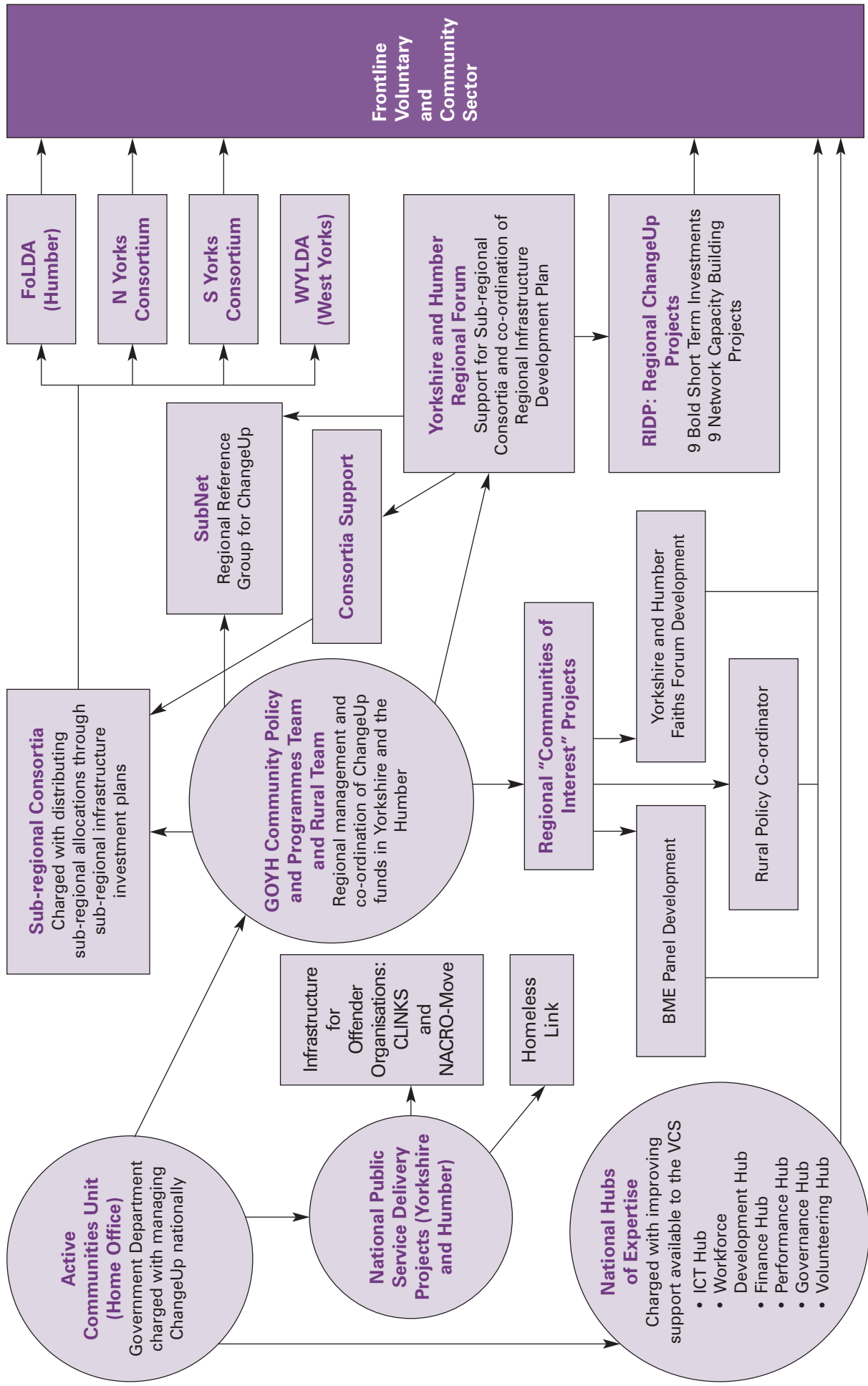
Each sub-regional consortium developed an Infrastructure Investment Plan (IIP) in March 2005 following consultation with the wider voluntary sector. Infrastructure development needs were identified which subsequently governed how ChangeUp funds were invested.

Though following a similar format these investment plans were vastly different from sub-region to sub-region, reflecting the differing ‘landscapes’ across the region. These four plans were complemented by a Regional Infrastructure Development Plan (RIDP) which identified priorities for regional activity. Alongside the four sub-regional consortia, a group of representatives from each of these consortia formed SubNet to ensure that activity was co-ordinated across the region.

The Future of ChangeUp

From April 2006 ChangeUp has been managed at arms-length from Government by the Capacitybuilders agency which is led by voluntary and community sector expertise. Capacitybuilders’ responsibilities are to manage the ChangeUp programme, co-ordinate ChangeUp with other grants programmes and evaluate the programme on an ongoing basis.

A Picture of ChangeUp in Yorkshire and the Humber as at December 2005





From left: Simon Hebditch, Mark Crowe, Mohammed Salam, Penny Carter, Judy Robinson, Neil Bennett at "ChangeUp, Up and Away".

"ChangeUp, Up and Away", 6th April 2006 Showcasing ChangeUp in Yorkshire and the Humber

"ChangeUp, Up and Away" was a celebration of some of the innovative infrastructure development work that has taken place across the region.

Ten projects took the opportunity to showcase the impact of their work to an audience of over 140 delegates. Chaired by Richard Weatherill, Head of Charities and VCS Development at the Active Communities Directorate (Home Office), the event was a refreshing insight into the range and depth of how ChangeUp money has been invested in the region.

In addition to delegates being able to hear from Simon Hebditch, Chief Executive of Capacitybuilders, and get an update from the National Hubs, the real benefit of the day was hearing directly from such a wide range of projects, from volunteering infrastructure to ICT and research.



South Yorkshire ChangeUp Consortium at "ChangeUp, Up and Away".

"I am delighted to have been invited to this event. Hearing directly from projects about the benefits of investing in infrastructure, and some of the pitfalls of ChangeUp, has been a really refreshing change from my normal role as part of the central planning process."

**RICHARD WEATHERILL,
ACTIVE COMMUNITIES
DIRECTORATE**

Regional ChangeUp Investment

The spending of ChangeUp money at a regional level was governed by the Regional Infrastructure Development Plan (RIDP). The RIDP was approved by GOYH in September 2005 following an extensive consultation process with some 35 individuals and organisations involved with the voluntary sector in Yorkshire and the Humber. The RIDP outlined the vision for regional ChangeUp activity. It identified work which would be most effective carried out at a regional level and ensured that regional investment complemented the activities outlined in the sub-regional investment plans.

The Bold Short Term Investments were nine commissioned projects from VCS organisations, networks and partnerships. As the programme title suggests they were intended to be bold and short-term. This enabled a number of innovative infrastructure projects to be funded that perhaps would not have found funding elsewhere.

The Network Capacity Building Scheme supported nine thematic regional VCS networks in the region, all at varying stages in their development. The programme proved to be a flexible means

of supporting a wide range of networks and organisations to better engage with regional structures and develop the capacity of frontline voluntary and community organisations.

A number of other projects were funded by ChangeUp at a regional level including the BME VCS Regional Panel, Yorkshire and Humber Faiths Forum and a Rural Policy Co-ordinator for the two Rural Community Councils.



Yorkshire and the Humber Association of Civic Societies event in Harrogate.

Regional ChangeUp Projects

Bold Short Term Investments	
1	The Future Years Network
2	Enterprising and Sustainable Communities (Community Alliance)
3	Promoting Inclusion and Partnership in Dementia Services
4	Collaborative Accounting in Yorkshire and the Humber
5	Regional Voluntary Sector Children's Trust and Children's Centre Support Network
6	Infrastructure Accelerator – Voluntary Youth Organisations' Network
7	KnowledgeBank – Regional Intelligence and Research Resource
8	Regional Voluntary and Community Sector Hub Scoping Project
9	Regional Volunteer Centres' Network

Networks funded through the Network Capacity Building Scheme	
1	United Kingdom Advocacy Network (User led mental health advocacy)
2	The Northern Network of Travelling People
3	Regional Refugee Community Development Workers' Network
4	Yorkshire and the Humber Association of Civic Societies
5	Regional Voluntary and Community Sector Learning and Skills Group
6	Regional Advisory Group for Community Development and the English Standards Board for Community Development Work Training
7	Housing Action Yorkshire and the Humber
8	Supporting Social Enterprise – Regional CVS Network and Social Enterprise Yorkshire and the Humber
9	Yorkshire and the Humber Women's Network

Regional Case Studies

"ChangeUp has been tremendous for the Gypsy and Traveller community, particularly the focus on filling gaps in infrastructure. Having this money definitely helped us to apply for, and win, the EMIF money. It is a shame that Gypsy and Traveller communities elsewhere in the country did not have the same level of support."

**HELEN JONES,
NORTHERN NETWORK
OF TRAVELLING PEOPLE**

Regional Children's Trust and Children's Centre Network Support

The National Children's Centre, in partnership with the National Council for Voluntary Childcare Organisations (NCVCCO) Regional Group for Yorkshire and the Humber has supported over 100 voluntary and community sector organisations to engage with the emerging Children's Trust and Children's Centre programmes.

Key Successes

- Website providing up-to-date information on the Children's Trust and Children's Centre agenda;
- Research on emerging VCS and faith engagement models that are developing within local authority districts through Local Area Agreements and Children and Young People's Local Public Service Boards;
- Case studies exploring the experiences of children and young people's VCS organisations presented at seminars and conferences across the region.

Visit www.nccuk.org.uk/projects_17.html for more information.

ChangeUp: Supporting Gypsy and Traveller Communities

Established in 2003 to raise the aspirations of Gypsies and Travellers, increase their participation in civil life and advocate on their behalf, the Northern Network of Travelling People survived on a small grant for the first two years of its existence.

ChangeUp investment supported the network to reach out to many more Gypsies and Travellers. A gathering was held in June 2006 which enabled Gypsies and Travellers, most of whom had never been involved in anything like this, to begin what is a real development process for the community. The Northern Network's website was also enhanced to act as a means of sharing information between Gypsies and Travellers and providing updates for other agencies. Visit www.northern-network.co.uk

The Northern Network has won an award for almost £400,000 from the Home Office Ethnic Minorities Innovation Fund (EMIF). The resources and support made available through ChangeUp enabled the dedicated team, made up largely of Gypsies and Travellers themselves, to take the network forward in a way that seemed impossible two years ago. It has started to make a real difference to the lives of Gypsies and Travellers.



Attendees at the Northern Gathering of the Northern Network of Travelling People.

The Alzheimer's Society: Promoting Inclusion and Partnership - Developing shared services

The Break Free Centre, a branch of the Alzheimer's Society in Richmond, North Yorkshire, has previously been under used. Amongst other things ChangeUp funding enabled the Society to carry out some focused work in the local area both with the Break Free Centre itself and with GPs' surgeries and other local voluntary sector organisations providing support services.

This work resulted in the launch of a new shared service where staff and volunteers from agencies, including the Alzheimer's Society, an advocacy service, and a carers' centre, hold joint information sessions in the Centre enabling people suffering from dementia to access a range of services. This is an excellent example of how ChangeUp investment has enabled the VCS to develop its partnership working to provide innovative and high quality services to the community.

"ChangeUp funding has enabled us to take forward our vision of developing dementia services through working with other organisations and the health service to provide a full package of services."

**NICKY DYSON,
REGIONAL
CO-ORDINATOR,
ALZHEIMER'S SOCIETY**

Introducing Housing Action Yorkshire and the Humber (HAYH)

Launched in June 2006 with funding from the ChangeUp Regional Infrastructure Development Plan, HAYH is a network of voluntary sector agencies which provide homelessness services. With over 40 members, HAYH responds on behalf of the homelessness wing of the VCS to the increasingly regional policy agenda.

Activities have included a response to the Regional Spatial Strategy and lobbying Government on local reference rents and housing shortfall. HAYH also provides opportunities for information sharing and networking to the sector.

"My knowledge and awareness has probably increased tenfold through finding out about policy and practice in other areas."

**NIALL HOLLAND
CHAS HOUSING AID**



Working hard at a South Yorkshire ChangeUp Consortium meeting.



ChangeUp in South Yorkshire

The Consortium

In 2004 VCS infrastructure organisations in South Yorkshire came together in response to the ChangeUp agenda. Research was commissioned by these organisations to identify the infrastructure development needs in the sub-region. This group of 22 organisations became the ChangeUp Consortium for South Yorkshire, which is led by a steering group of nine organisations. The consortium meets regularly to develop the Infrastructure Investment Plan and make decisions about funding allocations.

Delivering ChangeUp in South Yorkshire

The Infrastructure Investment Plan in South Yorkshire identified four main priorities for VCS infrastructure development.

- Improved Access, Shared Resources and Delivery, and;
- Meeting Frontline Needs - Advice and Services.

These were:

- Leadership, Advocacy and External Relations;
- Preparing for Service Delivery and Public Procurement;

The Accountable Body for ChangeUp in South Yorkshire is the South Yorkshire Open Forum which handles the day-to-day finances and monitoring of delivering ChangeUp in South Yorkshire.

• Over 200 frontline community organisations have received direct support through ChangeUp in South Yorkshire.

• Over 40 organisations have benefited from the new "Tender Readiness Toolkit."

• 28 quality champions supported to produce action plans.

• VCS workforce development hub set up.

ChangeUp Projects in South Yorkshire

1	VCS Infrastructure - South Yorkshire Research Group	9	South Yorkshire Workforce Development Hub – co-ordination of workforce development infrastructure and implementing the Action Plan
2	Public procurement initiative to provide routes and support for the VCS to contract with public and private sector bodies	10	Specialist legal and human resources support for the VCS
3	Women’s Support Network	11	South Yorkshire Infrastructure Quality Project
4	Rural Community Development throughout the sub-region to encourage community involvement	12	ICT based funding information
5	Incorporating Basic Skills and Skills for Life Curriculum Development into all learning activities	13	Development support to Community Partnerships, Church and Community Projects
6	Sheffield Voluntary Action Centre – new office, conference and meeting space	14	Resource library for BME communities and organisations
7	BME Engagement strategy – facilitating connections with local, sub-regional and national structures	15	ICT equipment for computer finance training
8	RegenSchool Development Programme	16	Developing a brief for a web portal for the South Yorkshire voluntary sector

Key Achievements in South Yorkshire

Leadership, Advocacy and Strategy	Service Delivery/Public Procurement Resources
<ul style="list-style-type: none"> Establishment of a research group with a framework for sharing data across South Yorkshire; “Part of the Picture”– research into the nature and scale of the VCS in South Yorkshire; VCS workforce development hub established; Nine workforce champions have been nominated to offer specialist advice through the hub. 	<ul style="list-style-type: none"> Development and trial of the “Tender Readiness Toolkit” with over 40 organisations; National roll out of the toolkit to fund further work across South Yorkshire; Assessment of current procurement agenda and analysis of the supply side of procurement and what needs to be done; 16 VCS organisations supported to deliver “Skills for Life” learning activities.
Working Together	Improving Quality
<ul style="list-style-type: none"> Project underway to construct Sheffield Voluntary Action Centre, providing affordable and accessible city centre office, training, conference, and meeting space; Development of a BME VCS engagement strategy identifying facilities and activities, which will improve participation and access to services for BME communities. 	<ul style="list-style-type: none"> Supported 19 voluntary and community organisations in South Yorkshire to implement systems which measure the quality of services provided to frontline organisations; 28 quality champions supported to produce quality action plans.
Services to Frontline Organisations	
<ul style="list-style-type: none"> Improved access to funding information and encouragement to use ICT to strengthen community infrastructure; Guides produced to help groups to get the most out of funding websites; Two training courses set up to help groups to develop internet skills. Courses have been held in 4 venues (8 courses in total) plus several focus groups; 	<ul style="list-style-type: none"> 12 station computer training suite at Voluntary Action Sheffield being used to deliver accounts training; South Yorkshire wide legal and human resources service established. Service provides information on contract negotiation, leases and property, management training, and job evaluation; 45 rural groups and organisations supported to increase their capacity.

South Yorkshire Case Studies



Above and bottom centre: South Yorkshire ChangeUp Consortium.

Workforce Development Hub

The Workforce Development Hub for South Yorkshire is a centre of information and advice for the voluntary and community sector, forging links with regional and national workforce hubs.

A forum of training providers was established in January 2006 with a brief to build training and development opportunities for leaders and managers. This project included facilitating joint working between training providers both within and outside of the sector, sharing good practice, and raising awareness of workforce development activities with employers and the VCS workforce. Research into the development of leadership and strategic management skills within the sector has been completed and nine VCS "workforce champions" have been nominated to offer specialist advice through the hub.

In response to identified training needs, courses in "Training Needs Analysis" and "Management for New Managers" have been offered across South Yorkshire. A leadership seminar was held and attended by over 40 delegates.

Access to Procurement Project

This project explored the commissioning opportunities available to social enterprises in South Yorkshire and looked at how organisations could prepare themselves to compete for public service delivery contracts. Led by SCEDU (Sheffield Community Enterprise Development Unit), the project has developed a series of self assessment tools, including the "Tender Readiness Toolkit", for groups to measure how well equipped they are to enter the contract environment, and how they can move towards this way of working if appropriate. In addition, the four local authorities in the sub-region are forming a task group with SCEDU to look at speeding up contracting opportunities for social organisations.

SCEDU is now rolling out the "Tender Readiness Toolkit" nationally with revenue helping to fund further work to assist organisations to become more contract ready.



Grand opening of the newly developed Priory Street Centre.



Courtyard of the Priory Street Centre.

ChangeUp in York and North Yorkshire

The Consortium

The ChangeUp Consortium in York and North Yorkshire grew out of a long established informal partnership of voluntary and community sector organisations which deliver infrastructure support services to the sector in the sub-region.

Delivering ChangeUp in York and North Yorkshire

The delivery of ChangeUp in York and North Yorkshire was governed, as in the other sub-regions, through the Infrastructure Investment Plan. A total of £1,031,481 was invested through the Accountable Body for the consortium, the North Yorkshire Forum for Voluntary Organisations. Investment priorities for ChangeUp were identified and a number of investments were made to work towards them.

A unique characteristic in North Yorkshire was the establishment of a project team, made up of senior staff from six members of the consortium. This was identified as an effective means of progressing the development and implementation of the consortium's Infrastructure Investment Plan, whilst avoiding other, more expensive, alternatives such as consultants.

"Our vision is of voluntary and community organisations in North Yorkshire and York achieving their full potential in improving the quality of life of the communities they serve and contributing to civil renewal."

YORK AND NORTH YORKSHIRE SUB-REGIONAL VCS INFRASTRUCTURE CONSORTIUM

• Over 160 frontline organisations have received direct support through ChangeUp in York and North Yorkshire.

• Over 200 volunteers have been supported through ChangeUp in York and North Yorkshire.

• Over 130 organisations have received employment advice through ChangeUp in York and North Yorkshire.

ChangeUp Projects in North Yorkshire

1	Developing a project team to implement the Infrastructure Investment Plan
2	Developing a common database
3	Ongoing customer needs research and analysis
4	Ripon Community House development
5	Priory Street Centre development
6	Feasibility study into a Community Resource Centre in Ryedale
7	ICT support work
8	Funding Advice Network covering information, face-to-face support, training and specialist advice
9	Employment Advice
10	Sustainable Multi-use Rural Community Facilities
11	Volunteering Infrastructure Modernisation
12	Hambleton District Infrastructure Agency Modernisation
13	Ryedale, Scarborough and Whitby Single Voice – developing joint working
14	Harrogate and Ripon Infrastructure Modernisation
15	Selby Community House development

Key Achievements in North Yorkshire

<p>Developing Information and Support for the VCS</p> <ul style="list-style-type: none"> • Over 130 organisations received advice on all aspects of employment law and practice; • Funding Advice Network established to deliver high quality funding information; • ICT support – tailored consultancy for groups to identify ICT needs, plan changes, cost and budget for ICT development. 	<p>Developing the evidence base</p> <ul style="list-style-type: none"> • 325 frontline voluntary organisations surveyed to develop an understanding of infrastructure support needs; • Template and analysis software developed so support needs are reviewed on an annual basis; • Staff in infrastructure organisations trained to conduct, monitor and evaluate the surveys; • Common database of voluntary organisations established.
<p>Supporting Rural Communities</p> <ul style="list-style-type: none"> • 10 isolated village halls benefited from a support package and have progressed towards more stable governance structures; • 7 of these village halls are building projects which will develop their long-term sustainability, governance and funding. 	<p>Developing Buildings</p> <ul style="list-style-type: none"> • Priory Street Centre in York developed to add nearly 4000sq ft of office space and 3 new meeting rooms; • 15 organisations brought together under one roof forming a focal point for voluntary action in York; • Plans developed for Ryedale Community Resource Centre. Ten organisations involved in the planning process.
<p>Working Together</p> <ul style="list-style-type: none"> • Infrastructure modernisation work in Hambleton to identify the most effective way to deliver support; • Improved access to broadband for local development agencies and the agreement of a Communications Policy; • An outreach support programme for the VCS in Hambleton developed. 	

North Yorkshire Case Studies

North Yorkshire Employment Advice Project

The employment advice project has provided free, impartial advice and information on all aspects of employment law and practice to voluntary and community organisations in York and North Yorkshire.

The employment team has worked with more than 130 voluntary organisations since the project began, saving those organisations

management time and professional fees, and providing volunteer trustees (often with no employment experience) with support and advice in their role as employers. Advice has been given on all aspects of employment practice including: recruitment, discrimination, sickness absence, redundancy, disciplinary procedures, and dismissal.

“It’s fantastic to have someone to turn to when you are the manager of a small, independent service...I think you provide a great and much-needed service.”

RIPON COMMUNITY LINK

Key successes:

- Increased access to expert employment advice – the service previously offered by North Yorkshire Forum for Voluntary Organisations operated for only six hours per week. ChangeUp funding has enabled the establishment of a full-time service.
- In-depth advice – additional time has enabled employment advisers to offer comprehensive advice on matters such as documentation reviews, rather than just ‘fire-fighting’ pressing issues.
- Developing ongoing relationships with the sector – several organisations have now accessed the service on several occasions.

The Priory Street Centre

This ChangeUp project part-funded the development of a modern and fully accessible resource centre for voluntary action in York. The ChangeUp investment, amounting to £380,000, made a substantial contribution to the development of this excellent resource.



Inside the newly developed Priory Street Centre.

“We are absolutely thrilled with the rooms and believe they will enhance the therapeutic work we do. It demonstrates the respect in which we hold our clients when we can provide a setting, which enables people to feel relaxed and comfortable when approaching work which is often difficult and challenging.”

BARBARA WEBB ON BEHALF OF YORK WOMEN’S COUNSELLING TEAM

“We are really lucky having a wonderful resource like this in York.”

CHRIS HAILEY NORRIS OF YORK CITIZENS’ ADVICE BUREAU



ChangeUp in West Yorkshire

"It is difficult to encapsulate how important the resources provided by ChangeUp have been in supporting the development of skills in the sector. The focus provided by the activity has ensured a commitment to continue to work together to develop partnerships and take forward the skill agenda."

**DAVID WEARS
WEST YORKSHIRE
LEARNING
CONSORTIUM**

The Consortium

ChangeUp in West Yorkshire has been developed and managed through WYLDA - West Yorkshire Local Development Agencies, the VCS infrastructure forum for West Yorkshire. WYLDA developed as an informal network in 2003 between West Yorkshire's five district-level Councils for Voluntary Services along with a number of other West Yorkshire organisations. The inception of ChangeUp, in 2004, widened the remit of the WYLDA partnership to manage the development of the Infrastructure Investment Plan and delivery of ChangeUp in West Yorkshire. In April 2006 WYLDA was re-launched attracting an even wider range of nearly 40 organisations providing infrastructure support across West Yorkshire.

Delivering ChangeUp in West Yorkshire

In each of the five districts of West Yorkshire an infrastructure consortium has been established.

Through these five consortia, ChangeUp funds have been managed at a district level with sub-regional co-ordination through WYLDA.

The Infrastructure Investment Plan was developed following an extensive research phase to ensure that the plan reflected the infrastructure

needs of frontline organisations and was owned by the members of WYLDA.

Decisions about ChangeUp activity are made by the WYLDA executive, which is made up of nominated and elected representatives from the WYLDA membership. The Accountable Body, the Charities Information Bureau, now known as Fit4Funding, manages the payments and monitoring.

- 668 potential new volunteers were registered in West Yorkshire and signposted to local organisations.

- 48 individuals gained accreditation in funding advice training.

- 11 individuals received training in employment rights.

- ICT training and support was provided to 735 people in 223 organisations.

ChangeUp Projects in West Yorkshire

1	Local Infrastructure Support for BME organisations
2	Rural Infrastructure Support
3	ICT Support
4	Volunteering infrastructure and support
5	Sub-regional Development
6	Funding Sustainability and Funding Advice
7	Human Resources Support
8	Sector Skills Development
9	Community Development
10	Community Accountancy
11	Premises Development in Bradford

West Yorkshire Case Study

Promoting Volunteering in Kirklees

This project focused on the five volunteer centres in Kirklees to improve the support services they offer to BME and rural communities. The project was managed by Voluntary Action Kirklees.

In Kirklees specifically the emphasis was on promoting volunteering in the north of the district. Based in Batley, a part-time worker was recruited to develop links with community organisations wishing to involve volunteers and to improve volunteer practices with organisations already working with volunteers.

A Volunteer Outreach Point was set up in Dewsbury Library making it easier for people to find out about volunteering opportunities in the district. 150 people used it during the first months of the project.

Response to the project was very positive with feedback highlighting that people wanted to volunteer with projects local to them, so the Volunteer Outreach Point was very useful. People are particularly keen to make a difference in their own communities.

People also preferred to contact a locally based representative regarding volunteering. A local representative was felt to be more aware of the needs of the community and volunteers believed this local knowledge helped to signpost people to the most suitable opportunities.

Key Achievements in West Yorkshire

<p>ICT Support</p> <ul style="list-style-type: none"> • ICT support on-site and by telephone to 223 organisations; • Training and support to 735 individuals; • Website hosting for 33 organisations; • Support contracts for 29 organisations; • ICT partnership developed to share information, ideas and best practice; • ICT project played a lead role in developing a regional ICT discussion group. 	<p>Community Accountancy</p> <ul style="list-style-type: none"> • Community Accountancy services to 12 organisations; • 10 organisations have implemented a full computerised accounting system; • Staff in 10 organisations have developed skills in producing financial reports.
<p>Developing Infrastructure Support</p> <ul style="list-style-type: none"> • WYLDA partnership developed governance structure; • WYLDA membership criteria revised and new structure with representation from all districts and communities of interest; • District infrastructure consortia increasingly influential in public partnerships; • District consortia developed clear branding and produced directories of services. 	<p>Supporting Volunteering and Trusteeship</p> <ul style="list-style-type: none"> • 668 potential new volunteers registered and signposted to local organisations; • 173 local organisations actively involved in the project; • West Yorkshire Volunteer Centre Network established; • Sub-regional and district events and publicity materials to promote recruitment and retention of trustees; • Production of CD resource pack for new committee members.
<p>Human Resources Support</p> <ul style="list-style-type: none"> • 51 organisations assisted with human resources and employment law support; • Production of model policy packs and recruitment and selection toolkits made freely available via the web; • 11 individuals received training in employment rights; • 42 jobs safeguarded; • 349 enquiries answered. 	<p>Supporting Sustainability</p> <ul style="list-style-type: none"> • 57 organisations given funding and sustainability advice; • 8 organisations trained in Full Cost Recovery; • 48 individuals accredited in Funding Advice training; • Production of report on Funding Diversification; • Commissioning bodies brought together to agree good practice guidelines.
<p>Premises Development</p> <ul style="list-style-type: none"> • Pilot programme tested the impact specialist support has on delivery of VCS services; • 10 organisations worked with a consultant to identify the support needed to develop their buildings; • 3 events held for infrastructure support organisation staff. 	<p>Skills Development</p> <ul style="list-style-type: none"> • Delivery partnership of over 50 VCS learning and skills organisations established; • Practical Quality Assurance System for Small Organisations (PQASSO) embedded in 60 organisations; • 300 organisations reviewed their skills needs; • 10 organisations participated in “Support Skills for Life” training; • 20 organisations improved their in-house training capacity.
<p>Rural Infrastructure Development</p> <ul style="list-style-type: none"> • 120 rural groups assisted through networks, training, information, and infrastructure support; • Survey of over 300 groups on their support needs; • 60 groups signposted to appropriate training opportunities; • 1.5 jobs created; • Development of rural aspect to the sub-regional Infrastructure Investment Plan. 	<p>Community Development</p> <ul style="list-style-type: none"> • A training course developed on managing centre-based community development; • Training needs of community centres identified and funding secured through the Local Area Agreement to respond; • Community Development Workers’ Network established.

ChangeUp in the Humber

The Consortium

ChangeUp in the Humber is co-ordinated through FoLDA (Federation of Local Development Agencies). FoLDA members are infrastructure organisations that serve the voluntary and community sector in the Humber sub-region. FoLDA develops and co-ordinates the voluntary sector infrastructure strategy and represents the sector at a regional and national level, developing positive relationships with the statutory sector.

FoLDA's long term vision:

"To develop a robust, inclusive and sustainable voluntary and community sector that provides an effective voice for individuals and communities and supports the sector's role in the social and economic regeneration of the Humber sub-region." FoLDA Strategic Plan

FoLDA's aims are:

- To act as a strong sub-regional consortium of local development agencies;
- To work strategically across the sub-region;
- To reduce duplication and conflict;
- To maximise partnership working to provide a standardised service across the sub-region;
- To provide a single point of contact for community capacity building and support;
- To bid at a sub-regional level for funds.

Delivering ChangeUp in the Humber

During the summer of 2004 FoLDA commissioned a number of pieces of research to identify and develop what would form the basis of the Infrastructure Investment Plan. The plan set out the following five objectives upon which the £1,113,960 investment was to be spent.



- To develop an inclusive, effective and sustainable sub-regional consortium for the voluntary and community sector within the Humber sub-region.

- Commissioned research on the support needs of VCS organisations.

- Sourced funding to deliver services in line with needs.

- Implemented an evaluation strategy for ChangeUp.

- Promoted the sector to strategic partners and funders.

- Some joint working and joint bidding facilitated.

- All areas of the sub-region represented at regular meetings.

ChangeUp in the Humber

1	To develop an inclusive, effective and sustainable sub-regional consortium for the voluntary and community sector within the Humber sub-region.
2	To provide a quality assured, stable and future-proof ICT platform, as common as possible to all infrastructure organisations within the sub-region.
3	To develop and provide an effective, comprehensive and accessible sub-regional infrastructure for Performance Improvement, Workforce Development and Governance.
4	To provide an effective and comprehensive Community Accountancy service across the sub-region.
5	To support the development of a sub-regional BME infrastructure organisation.

Objectives 1, 2 and 5 focused upon improvements to the infrastructure organisations; 3 and 4 were the outward facing objectives which gave rise to activity aimed at frontline organisations.

For performance

improvement, there were three types of activity:-

- 1** To improve the standard of management through management bursaries, masterclasses and action learning sets for managers and trustees;

- 2** To improve the standard of operational staff through locally delivered short course programmes;

- 3** To enable voluntary organisations to improve their systems, allowing them to access mainstream funding or participate in contracting.

For community accounting, there were three types of activity:-

- 1** Information, support, one-to-one development, and resources;
- 2** Sector specific accountancy services;
- 3** Flexible training according to the needs of each organisation.

Key Achievements in the Humber

Developing ICT infrastructure	Improving Performance / Developing the workforce
<ul style="list-style-type: none"> • 8 local development agencies and 10 frontline organisations were provided with ICT infrastructure support and equipment; • 39 units of technical ICT training and 118 of ICT application training were delivered to VCS staff; • Virtual circuit rider website developed to support the needs of frontline organisations; • Work begun to develop a web based database. 	<ul style="list-style-type: none"> • 275 organisations (891 staff, trustees or volunteers) have benefited from action learning sets, master classes and short course programmes; • 43 organisations received bursaries to send managers on training which they identified; • 19 organisations supported with human resources and health and safety issues to test the best mechanisms for support; • 10 learning delivery organisations supported through mock ALI (Adult Learning Inspectorate) inspection preparation.
Developing effective Community Accounting Services	Supporting BME infrastructure development
<ul style="list-style-type: none"> • 148 organisations assisted, the service was accessed 4,532 times at a variety of levels; • Individually tailored packages of accountancy support delivered to organisations; • 2,750 hours of financial training delivery. 	<ul style="list-style-type: none"> • 2 BME infrastructure organisations supported; • Bids supported for further development of both organisations. <p>See case study on page 23.</p>

Humber Case Study



HANA staff as at December 2005.

Hull All Nations Alliance

Hull All Nations Alliance (HANA) was created in 2001 to respond to the fact that Black and Minority Ethnic (BME) communities felt marginal to the policy process. HANA was intended to act as a clear organised voice for BME communities.


The organisation began by establishing itself as a voice on race relations within the city and was able to find small amounts of funding to initiate one-off cultural events and consultations.

The process of organisational change really began with a piece of work by the Centre for Research on Social Inclusion and Social Justice at Hull University. The study consulted HANA members and potential local strategic partners, recommending funding be sought for a development worker to build upon the significant level of voluntary representation work being undertaken.

HANA was ripe for development when the ChangeUp opportunity came along – the organisation had an agreed plan and was ready to go! ChangeUp funded a development worker and has now extended that for a further six months. The results have exceeded expectation. HANA has registered as a company and a charity and become a magnet for activity with ChangeUp partners and others. The icing on the cake was a three year service level agreement with the local authority to undertake representational work.

"HANA acknowledges the key role of ChangeUp funding in its development – without it, and the support of their partners, we would not have developed as far, or as fast, as we have."

HANA



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