



# Capacitybuilders' Business Plan 2008/9

**Developing our mission, impact and performance.**

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## 1. Chief Executive Introduction

Capacitybuilders' Business Plan for 2008/09 sets out how the organisation intends to deliver our mission – managing funds and influencing policy and practice to create a more effective third sector, by developing more effective and sustainable support services for frontline organisations across England.

The plan builds on our three year Corporate Plan, focusing on how we will manage investment and increase our impact in support of this mission. Our delivery plan in section four details how we are taking forward our roles as:

- a strategic and engaged funder
- a learning agency
- a valued and influential partner.

The plan also details how, internally, we will develop our performance.

Evidence of what works is the most powerful tool Capacitybuilders and the third sector has to influence policy, and secure future investment which will support a thriving third sector.

Capacitybuilders wants to play a full and active role in persuading Government, through the evidence base provided by our grant recipients and other collaborative work, of the contribution and value of effective support services. Furthermore we want to articulate effectively, through 'real examples' and case studies, a range of options for investing in third sector capacity building.

### **To achieve these goals in the year ahead Capacitybuilders will:**

- have made awards under five major new programmes focusing investment on where it can achieve significant change for the benefit of frontline organisations
- ensure that the evaluation and research programme we are putting in place is as effective as possible in collecting and collating evidence
- work with the sector to build the case for support services by providing evidence of a worthwhile return on investment to the full range of potential future funders in the public and private sectors

- work with other funders and key national third sector organisations, who also have a role to play in lobbying and influencing. This is increasingly important if we are to gain recognition of the true value of support services
- celebrate our collective achievements and success and highlight the benefits these have delivered for both support and frontline organisations
- keep in view the fact that the ultimate prizes for the third sector organisations we support are widespread recognition of the value of their work and more sustainable long-term funding.

Capacitybuilders' Board will monitor progress against the range of targets set out in the Business Plan, and report on achievements in the organisations' Annual Report.

**Catherine Johnstone**

Acting Chief Executive

September 2008

## **2. About Capacitybuilders**

### **Our vision**

Capacitybuilders' aim is to help create a more effective third sector.

We want all third sector organisations to be able to access high quality support that meets their needs, when they need it.

By improving support, we will strengthen the sector, increasing its ability to create a better quality of life for individuals and communities.

### **Our values**

We are committed to an independent and vibrant third sector, and convinced that working in partnership across organisations and sectors is the right way forward.

### **We strive to:**

- address inequality and support diversity through our programmes
- be open to learning and sharing our learning based on what works best
- deliver programmes to a high standard and be professional, trustworthy and transparent.

These values inform our priorities and the way we work.

### **Capacitybuilders and ChangeUp**

Capacitybuilders is a non-departmental public body (NDPB), established in 2006. We are sponsored by the Office of the Third Sector in Cabinet Office, and report to the Minister for the Third Sector.

Capacitybuilders was established with seven publicly appointed part-time non-executive directors (including the Chair) and three full-time executive (full time) directors (the Chief Executive Officer, Director of Finance Planning and Corporate Resources, and the Director of Policy and Programmes). Alongside the Head of Communications, the executive directors form the Senior Management Team. Capacitybuilders' Board has

accepted the recommendations of a recent review of organisational governance and management, including increasing the number of non-executive board members to ten by September 2008. The Board retains overall responsibility for organisational policies, impact, strategic, corporate and business planning, larger grant decisions and the shaping and prioritisation of programmes, with four committees to include Audit and Risk, Resources, Remuneration and Funding Policy and Programmes.

Capacitybuilders aims to have a significant impact on the support available for frontline organisations across the third sector, principally by taking forward the ChangeUp framework and associated investment programme – from national support across key areas of organisational development, to extending the quality and reach of sector support services working in local communities and ensuring social enterprises can access the support they need.

ChangeUp was launched by Government in 2004 as a shared ten year framework to build capacity and strengthen the support available to the third sector. The overarching vision of ChangeUp is that by 2014, the needs of frontline organisations will be met by support which is; available nationwide, structured for maximum efficiency and sustainably funded, offering excellent provision and accessible to all, while respecting and promoting diversity.

Our focus on ‘support services’ encompasses a huge range of activity and organisations within the third sector and beyond; organisations which take a role in;

- providing advice, training and development for third sector organisations
- promoting communication and collaboration across the sector
- mobilising action within the third sector to respond to new challenges facing communities
- ensuring the views and experiences of the sector can influence policy and partnership working.

## **Destination 2014**

Alongside investments of over £60m in our programmes over 2006-08, we set about a far-reaching consultation and review of our programmes and priorities. In 2007, we published 'Destination 2014' as our strategy to deliver ChangeUp.

### **Destination 2014: Priorities for 2008-11**

Implementing new three year programmes, including National Support Service, Improving Reach and Social Enterprise.

Ensure ongoing evaluation of programmes and ChangeUp framework

Encouraging more efficient, effective and productive support organisations through driving forward collaboration, and where appropriate mergers

Developing a consistent approach to setting of performance standards for support organizations

Investing funds to address particularly weak areas

Developing an influential relationship with other existing and potential funders of support services

Destination 2014 sets a context for the three year Corporate Plan 2008-11. The Corporate Plan incorporates the high level objectives and commitments from that document and develops further our plans for the next three years, following the Government's allocation in the Comprehensive Spending Review of a further £88.5m for Capacitybuilders to invest in delivering the ChangeUp framework 2008-11.

### 3. Looking ahead to 2008/09

#### Developing our Mission

Four years after the publication of ChangeUp, we have the opportunity to apply learning from the programme to date; ensure synergy with changes in the broader environment, and focus resources where they can have most impact in achieving improved support for frontline organisations.

Key challenges include:

- retaining the focus on 'investing in change' rather than ongoing funding of sector support services
- ensuring the right balance in working with organisations and services providing 'generalist' provision to all third sector organisations, with recognition of the role and expertise of specialist providers working in particular communities or fields, including organisations at the forefront of tackling discrimination and disadvantage.

This Business Plan sets out how we intend to meet these challenges during 2008/09 in the context of reduced overall resources, build on our progress to date, and develop a strategic role as:

- **a strategic and engaged funder, investing in change**
- **a learning agency in supporting capacity-building in the third sector**
- **a valued and influential partner to the third sector and Government agencies.**
- **a high-performing organisation.**

Our approach is informed by our principles of:

- **improving support services**
- **outcome focus**
- **strategic engagement**
- **strategic delivery.**

By developing our internal capacity and expertise, fostering productive partnerships and focusing investment to achieve strategic interventions and clear outcomes, we will ensure that we are able to make a significant contribution to the Government's aim of creating an environment in which the third sector can thrive.

As an organisation, we recognise that our work is only one part of achieving the ChangeUp vision. We will be seeking to further develop our relationship with our partners who are also fundamental to delivery, including the recipients of our funding, other third sector organisations, key Government departments and the broader public sector.

This collaborative approach will seek to build a stronger evidence base for our work, and the success of specific grants programmes in achieving real improvements in the support available to frontline organisations. A renewed focus on evaluation and research will be vital to inform future Government investment in the third sector; building tangible evidence as to how the provision of the support services can lead to positive outcomes for frontline organisations and the communities they work with

### **Developing performance**

After Capacitybuilders' first two years of operation, we have been able to review and reflect upon the operational effectiveness of the organisation, ahead of developing the Corporate Plan 2008-2011.

We have heard a range of key messages from external stakeholders about how we can improve our effectiveness and efficiency to improve our support to grant recipients. We are actively addressing this feedback and learning from our first two years of operation. Many of these improvements to service delivery can be seen in Section 6 of this plan.

Internally, we are committed to further developing the Board and staff to meet the requirements of the Corporate Plan, and future challenges. Through recruitment and training, we are working to develop a high performing workplace that offers Board and staff opportunities to thrive, and which in turn will increase the effectiveness and efficiency of both our strategy development and service delivery.

As an NDPB, Capacitybuilders is entrusted with public funds, a responsibility that we take very seriously. We are committed to ensuring effective stewardship of the funds that we receive and are implementing new budget management protocols. We recognise that sometimes our grant recipients have felt that our monitoring of funding has led to increased bureaucracy and burden being placed upon them. We are developing new monitoring and evaluation arrangements that are based upon assessment of risk and are proportionate to both the individual programmes and level of funding.

The new risk based approach to monitoring is just one example of how Capacitybuilders will be managing the risks related to expenditure of public funds and is a part of the development of a new risk based framework for the organisation.

During the life of the Corporate Plan 2008-2011, we will seek to mature as a grant maker and strategic investor of funds. We are strengthening our stakeholder engagement and seeking to offer increased strategic influence across the third sector and Government.

The delivery plans, detailed in Section 4 of this plan, outline our headline delivery plans for the forthcoming year. Priorities – reflected in the key sections of the plans – include:

- five new three-year grant programmes launched and delivering investment to improve support services by autumn 2008
- enhancements in grants management, including proportionate outcomes-based monitoring and active risk management of all new grants from April
- building an enhanced evidence base for our investment, with the commissioning of a major independent evaluation of ChangeUp by October 2008, a new programme of research and programme of activities to engage grant holders in learning throughout the year
- a step-change in our profile, engagement and influence across government.

## 4. Delivery Plan 2008/09

Activity	Directorate	Desired outcome	Outputs and measures of success
Strategic, engaged funder investing in change			
<b>GRANTS PROGRAMMES</b>			
Final agreement of Business Plans as basis for three year £13.8m investment in <b>National Support Services</b> , including joint frameworks for communications, evaluation and equalities	Policy and Programmes	Improved and accessible support available to increase skills and effectiveness of support providers.	Business Plans assessed, agreed and published by Oct 2008. Programme manager in place by Sept 2008. Workstreams move to delivery phase from autumn 2008. Joint Advisory Group launched autumn 2008. Joint statement on equalities commitments launched autumn 2008. <a href="http://www.improvingsupport.org.uk">www.improvingsupport.org.uk</a> up and running and regularly updated as single access point for information about programme. Increased range of support providers (including subsector bodies and those working with excluded communities) benefiting from national investment by March 2009.

Activity	Directorate	Desired outcome	Outputs and measures of success
Commission <b>national priority projects</b> , investing £3m over three years to address third sector needs and opportunities around skills, workforce and ICT	Policy and Programmes	Improved support for sector to meet needs in skills development workforce and employment and ICT.	Grant agreements in place July 2008 <ul style="list-style-type: none"><li>• SKILD programme for support providers integrated across National Support Service programme by autumn 2008.</li><li>• Enable third sector to have strategic voice in skills policy.</li><li>• Additional support for third sector as an employer and in adopted best practice</li><li>• Transitional investment for major initiatives funded to 2008 (Leadership Centre; net:gain)</li></ul>

Activity	Directorate	Desired outcome	Outputs and measures of success
<p>Three year £12m fund to support role of <b>local and regional consortia</b> in planning and co-ordinating more effective, efficient and sustainable support services for frontline organisations</p>	<p>Policy and Programmes</p>	<p>Consortia are strategic, credible and influential partnerships improving support to the frontline.</p>	<p>Three year Consortium Development Grants for 'fit for purpose' consortia from April 2008.</p> <p>Support activity to improve consortia effectiveness in:</p> <ul style="list-style-type: none"> <li>• influencing in local partnerships</li> <li>• engagement of subsectors, including excluded communities</li> <li>• improve partnership working</li> <li>• making links to community level</li> </ul> <p>Annual consortia self-assessment by March 2009, reporting on evidence of inclusiveness, robustness, engagement, learning and delivery.</p> <p>Improvement plans agreed with relevant consortia by July 2008.</p> <p>Partnership programme with NAVCA to deliver intensive support where needed (March 2008 – January 2009).</p> <p>Re-assessment of consortia receiving improvement grants by March 2009, with 75% able to demonstrate fitness-for-purpose.</p> <p>Scope alternative approaches in areas where consortium model is not working by March 2009)</p>

Activity	Directorate	Desired outcome	Outputs and measures of success
Invest £18m over three years in the <b>modernisation</b> of support services	Policy and Programmes	Modernisation Grants support demonstrable gains in the efficiency and effectiveness of support services.	<p>First revenue awards May 2008 to modernise sector support, achieving demonstrable gains in efficiency, effectiveness and sustainability and specifically in:</p> <ol style="list-style-type: none"> <li>1. Collaboration, alliances or mergers</li> <li>2. Achievement of quality standards</li> <li>3. Engagement of the frontline</li> <li>4. Working with subsectors</li> <li>5. Enterprising approaches</li> <li>6. Work at community level</li> <li>7. Developing leadership and influence</li> </ol> <p>Key gaps in first round of awards addressed through targeted awards by October 2008.</p> <p>Approach to grants for 2009-11 announced by October 2008.</p> <p>Next round of revenue grants awarded by March 2009.</p> <p>Capital Programme announced by October 2008.</p>

Activity	Directorate	Desired outcome	Outputs and measures of success
<p>Target £18m in <b>Improving Reach</b> Grants over three years to extend and improve the support services for organisations working in and with excluded communities</p>	<p>Policy and Programmes</p>	<p>Range of projects delivering support services to frontline organisations currently without access to appropriate or accessible support.</p>	<p>Grants announced June 2008 with focus on organisations support rural, black and minority ethnic, faith, refugee and migrant communities, and achieving:</p> <ul style="list-style-type: none"> <li>• Strengthened capacity of smaller specialist support agencies</li> <li>• increased reach of ‘mainstream’ support services over next three years</li> </ul> <p>All grant recipients invited to introductory events (regional) by December 2008.                      Encourage links with consortia by March 2009                      Information on all grants available on <a href="http://improvingupport.org.uk">improvingupport.org.uk</a> by March 2009                      Early case studies identified by March 2009</p>

Activity	Directorate	Desired outcome	Outputs and measures of success
Launch <b>social enterprise</b> investment programme	Policy and Programmes	Support services are better able to provide social enterprises and entrepreneurs with the resources, knowledge and support they need to increase their effectiveness in delivering a triple bottom line (people, planet & profit).	<p>Programme launched June 2008.</p> <p>First grants to regional networks and SEC summer 2008.</p> <p>Regional networks assess need, consult stakeholders and develop portfolio of projects by October 2008.</p> <p>Project funding from November 2008.</p> <p>Increased involvement of social enterprise support agencies in ChangeUp events and initiatives.</p> <p>Projects include focus on role of social enterprise in disadvantaged communities from November 2008.</p> <p>Reporting of progress of programme and inclusion of social enterprise across all programmes by March 2009.</p> <p>First case studies by March 2009.</p> <p>High profile for learning projects on <a href="http://improving-support.org.uk">improving-support.org.uk</a> by March 2009.</p>

Activity	Directorate	Desired outcome	Outputs and measures of success
<b>GRANTS STRATEGY AND MANAGEMENT</b>			
Increase use of evidence of need, reference to regional/local strategy and other funders to inform investments	Policy and Programmes	Capacitybuilders investment complements that of other funders and addresses regional and local priorities.	Formal processes for advice, intelligence and scrutiny to be provided during assessment of applications.
Improve monitoring and evaluation processes across all programmes	Policy and Programmes	Monitoring and evaluation of grants are focused on achievement of outcomes. Robust information on investment (geographical, thematic).	Agree common format June 2008. Pilot with grant holders June 2008. Guidance to grant holders July 2008. Grants database by December 2008. Analytical tools developed to present impact of investment by March 2009

Activity	Directorate	Desired outcome	Outputs and measures of success
Embed a risk-based approach to grants management	Policy and Programmes	Grant monitoring is proportionate, and focused on grants carrying the greatest risks.	Agreement of risk framework for grants monitoring by July 2008. Training and development of grants officers by September 2008. All current grants formally assessed by November 2008. Ongoing continuous review. Verification visits to programme delivered by March 2009 (including 10% of grant recipients in higher risk programmes)
Ensure effective and efficient payment of grants	Policy and Programmes	Prompt payment of grants in advance to grant-holders submitting correct and satisfactory information as requested.	Weekly monitoring of progress; automatic payment system for lower-risk grants.
Delivery of tailored communications with grant-holders by programme.	Communications; Policy and Programmes	Grant holders receive consistent, clear and proportionate communications from Capacitybuilders.	Fortnightly Capacitybuilders ebulletins sent to all Grant Holders – with tailored communications to specific audiences. Improving Support bulletin launched May 2008, with the aim of having 800 users signed up for news by end March 2009.

Activity	Directorate	Desired outcome	Outputs and measures of success
Ongoing review and evaluation of programmes impact	Policy and Programmes	Improvement and adjustments in programme management.	Progress report on first year of each programme against outcomes, equalities commitments and learning regarding programme management; fed in to learning programme.
Improve knowledge management systems regarding Cb investments	Policy and Programmes; Communications	Robust information on investment (geographical, thematic).	Grants database by December 2008. Analytical tools developed to present impact of investment

Activity	Directorate	Desired outcome	Outputs and measures of success
<b>Learning agency in supporting capacity building across the third sector</b>			
Develop and Implement evaluation and learning strategy	Policy and Programmes	Strategic approach to evaluation and learning across Capacitybuilders programmes and activities.	Strategy approved by Board November 2008.
Comprehensive evaluation of ChangeUp 2004-08	Policy and Programmes	Robust information regarding the impact, successes and challenges of initial phases of ChangeUp investment.	Agree scope of study by April 2008. Full tender exercise complete by September 2008. Team starts work Oct 2008. Report produced by April 2009, including analysis of reach across sector.
		Evidence of 'distance' travelled by local and regional consortia 2006-8.	Progress report on local and regional consortia to 2008, by December 2008.

Activity	Directorate	Desired outcome	Outputs and measures of success
Learning programme for grants recipients	Policy and Programmes	Grant recipients have structured opportunities to reflect and share learning across programmes.	At least two events in each English region. At least two cross-programme events. Positive evaluation by 75% of attendees
Develop a range of communication approaches to encourage connections across programmes.	Communications	Grant holders benefit from information & learning from across the programme.	80% of Grant holders to have attended at least one Cb grant holder event by March 2009. 100% of Grant holders to have received the Improving Support magazine by March 2009 with 50% visiting the website and registering for updates.
Establish research programme	Policy and Programmes	Better understanding of the effectiveness, costs and impact of support services for diverse frontline organisations and how this work is resourced.	At least three studies commissioned. Three 'findings' reports produced and circulated. Scope and agree framework for developing recognised quality assurance model across support providers. Links established with third sector Research Centre and other relevant stakeholders.

Activity	Directorate	Desired outcome	Outputs and measures of success
Commissioning of innovation projects to increase understanding of alternative approaches to capacity building in the third sector.	Policy and Programmes	Increased understanding of alternative approaches to building capacity in the third sector.	Commission at least three pilot projects, including testing approaches to quality and reach in to subsectors by March 2009.
Develop and launch National Communications Portal	Policy and Programmes; Communications	Integrated gateway with information of work funded through ChangeUp, increasing awareness of grants programme, and opportunities to learn from funded activities	Micro-site launched April 2008 with information on National Support Services. Data-gathering of resources and reports to date by June 2008. Development of site commissioned by September 2008. Second phase launch January 2009. Communications portal and online database of all historical and current ChangeUp funded activities by March 2009.
Share and publish learning from the evaluation & programmes; showcase success from each grants programme	Policy and Programmes; Communications	Improved evidence on the impact of support services on frontline organisations	Publication and distribution of reports, briefings and news stories. 10 further case-studies developed by March 2009. Increase positive coverage across sector and national

Activity	Directorate	Desired outcome	Outputs and measures of success
Embed commitment to learning across staff and Board	Corporate	Continuous improvement in ways of working, including in implementing equalities commitments	'Reflective learning' opportunities part of team planning and review.

Activity	Directorate	Desired outcome	Outputs and measures of success
<b>Valued and influential partner to the third sector, its funders and Government agencies</b>			
Develop strategic approach to influencing public sector and other funders of infrastructure	January 2009	Policy and Programmes; Communications	Public sector and other funders better understand the role and value of support services. Stakeholder consultation autumn 2008. Strategy agreed and integrated in to forward business plan by March 2009. Improved internal policy briefings and knowledge across staff.
Further establish working relationships with key Government departments and national agencies	Policy and Programmes	Capacitybuilders recognised as valuable partner and expert in third sector development.	Partnership agreement with Defra by September 2008. New CEO establishes high level contact with at least three Government departments by March 2009. Agreement to administer at least one additional funding stream by March 2009. Regular contact established with Office of the Third Sector strategic partners and Equalities & Human Rights Commission.
Stimulate debate on future public investment in support services	Communications; Policy and Programmes	Our key stakeholders consider us to be an active and influential partner.	Positive coverage across sector and national press Printed Magazine (pilot January 2009) E-Newsletter (monthly)

Activity	Directorate	Desired outcome	Outputs and measures of success
Influence local and regional funders of sector support services	Policy and Programmes	More sustainable funding for effective local and regional support services.	Continued funding of Partnership Improvement Programme (IDeA). Greater cross-sector involvement in local and regional consortia. Regional Managers participate in funder forums and/or further establish regular dialogue with regional funders and partners.
Develop collaborative approaches to funding between Capacitybuilders and other funders of capacity building in the third sector	Policy and Programmes	Capacitybuilders levers additional funding for capacity building / support services for Third sector.	At least one joint approach to funding agreed by March 2009.
Establish robust forums and structures to underpin stakeholder engagement	Communications; Corporate	Key stakeholders consider us to be informed, engaged and professional.	Annual conference June 2008. Pilot range of approaches to engagements, including stakeholder events, action groups, customer surveys and 'standing' committees on programmes and priorities. Strategic approach to third sector relationships across all regions. Subsector bodies and social enterprises engaged across stakeholder work by March 2009
Development of Customer Relationship Management Database	Communications/ Corporate	Improved customer relations.	System fully operational by March 2009.

Activity	Directorate	Desired outcome	Outputs and measures of success
<b>High performing organisation</b>			
Implement revised governance, management and organisation structure	Corporate /Finance	Capacitybuilders has the capacity, skills and governance to deliver its mission.	Recruitment to make appointments to new and vacant posts by August 2008. Expanded Board in place September 2008. New Committee structure by October 2008. Structure reviewed as part of business planning for 2009-10.
Ensure robust procedures for financial and process controls	Finance	A compliant organisation with a full set of procedures and controls embedded in the organisation.	Internal audit support. Additional finance support.
Embed risk-management across business	Corporate /Finance	Capacitybuilders is proactive in managing risks across its operating environment that may effect effectiveness, impact or reputation.	Board oversight of strategic risks. Project Planning embedded to manage operational risks by September 2008. Review of grants management by June 2008. Reputational risks addressed in stakeholder strategy July 2008.

Activity	Directorate	Desired outcome	Outputs and measures of success
IT Security	Corporate	Reduction of risk to reputation and operating environment.	Implementation of all measures approved by Cabinet Office by December 2008.
Business Continuity Plans and Processes	Corporate	Reduction of risk relating to the operating environment Proven Continuity plan.	Proven Continuity plan by March 2009.
Develop and embed strategic equalities and diversity	Corporate	Commitment to equality reflected as employer, across business planning and in funding.	Equalities & diversity National Support Service launched April 2008. Improving Reach Grants announced June 2008. Equalities framework agreed by December 2008.
Publish Annual Accounts and Report	Finance, Communications, Corporate	Public account of progress, activities and expenditure.	Accounts agreed June 2008. Summary progress report published June 2008.

Activity	Directorate	Desired outcome	Outputs and measures of success
Develop a Corporate Communications Strategy (internal) to build on earlier work with staff handbook and staff away day.	By November 2008, ongoing delivery	Communications; Corporate	Staff and Board Members understand their role in the delivery of the corporate plan and demonstrate key behaviours and values.
Embed commitment to continuous improvement and effective project management across organisation	Corporate	Improvements to planning, management and delivery across activities.	Project management training for managers by February 2009 Project/Programme Boards deployed to improve project management and accountability where appropriate. Performance indicators identified across delivery aims, with cycle of review and improvement.
Continue to develop a range of tools and activities for staff to deliver a “high performance workplace”.	Corporate; Communications	Staff feel proud to work for Capacitybuilders, demonstrable improvements in customer service.	Training, Guidelines & Protocols for staff on Customer Service by December 2008 Induction of new staff by October 2008. Improvements in staff morale and confidence (measured through staff survey)

## 5. Risks

Capacitybuilders is committed to actively managing internal and external risks that may affect impact, reputation and effectiveness. The Board, supported by the Audit and Risk Committee, takes overall responsibility for risk management.

This approach is reflected at an operational level, with the adoption of project management to ensure the organisation is active in countering key risks to its programmes, communications and corporate performance.

The table below shows 'strategic' risks to be monitored and reviewed by the Board over the next year and in the medium term as part of a continuous and strategic approach to risk management.

Risk area	Chief strategic risks	Probability of Risk	Impact of Risk	Actions to reduce risks
Economic downturn and tightening public finances	Tight spending review with new priorities Profile of ChangeUp reduced against emerging priorities	H	H	Early planning for strategic approach to Spending Review
Broader Third Sector environment	Impact of third party cuts in funding for support services Implementation of broader, linked policy loses momentum	H	H	Stakeholder and public sector engagement strategy, including government departments and local public sector
Evaluation & Evidence	Poor evidence based for impact of support services Lack of specific evidence of impact of ChangeUp Long term impact of strategic interventions	H	H	Agree and implement comprehensive Evaluation and Learning Strategy

<p>Grant-making strategy and awards</p>	<p>Reduced funding and more programmes diffuses impact</p> <p>Insufficient attention to risk management among grant holders</p> <p>Three year commitment reduces levers as funder</p>	<p>M</p>	<p>M</p>	<p>Head of Programmes appointment Funding Policy and Programmes Committee with focus on excellent grant making practice</p>
<p>Organisational capacity</p>	<p>Insufficient staff capacity/skill set to meet aspirations of plan</p>	<p>H</p>	<p>M</p>	<p>Increase Board and Managerial Capacity</p> <p>Review team roles and skills against corporate objectives</p>

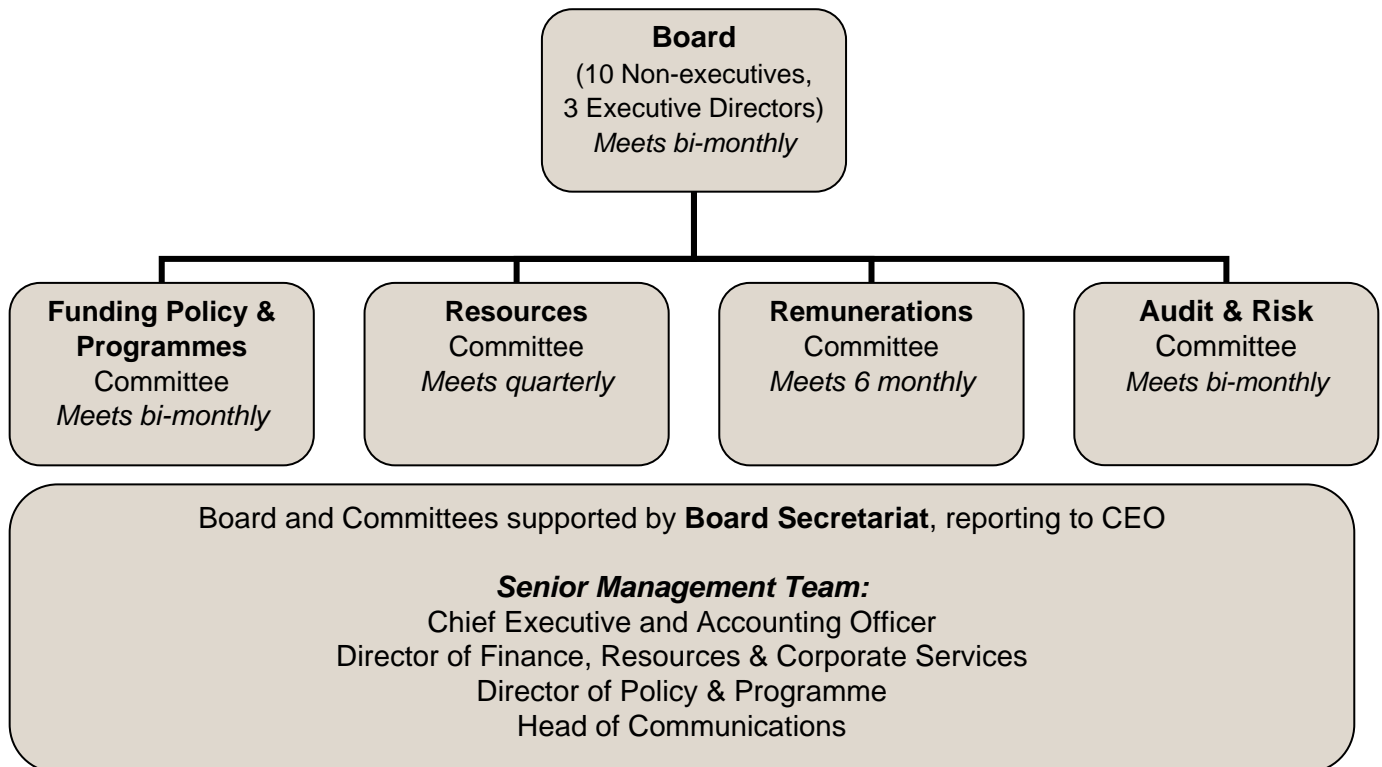
## 6. Budget 2008-09

<b>Board approved budget:</b>	<b>TOTAL</b>
	<b>£'000</b>
<b>ChangeUp PROGRAMMES</b>	
<i>National Support Services</i>	4,600
<i>National Priorities</i>	1,000
<i>Local &amp; Regional Programme</i>	10,200
<i>Improving Reach</i>	6,000
<i>Social Enterprise</i>	1,431
<i>Learning Evaluation &amp; Research</i>	1,250
<i>Policy &amp; Programme Development</i>	500
<b>TOTAL PROGRAMMES</b>	<b>24,981</b>
STAFF	2,107
OTHER	1,338
TAX/DEPRECIATION	74
<b>TOTAL RDEL</b>	<b>28,500</b>
CAPITAL (Programmes)	1,000
<b>TOTAL CDEL</b>	<b>1,000</b>
<b>TOTAL BUDGET</b>	<b>29,500</b>
<b>OVERHEAD % BUDGET</b>	<b>11.9%</b>
PROGRAMME % BUDGET	88.1%
<b>AVAILABLE FUNDING:</b>	
<b>OTS Grant in Aid</b>	<b>29,500</b>

### Notes:

1. OTS Grant in Aid is the sole source of income on which the Board approved the budget for 2008/9 (see below)
2. An additional £76k has been granted by OTS to fund the Partnership Improvement Programme (PIP).
3. Capacitybuilders is currently negotiating a partnership agreement with DEFRA. Neither the Income from, nor Costs of, this project are included in the budget approved by the Board.

## 7. Governance Structure



## 8. Organisational chart

