



Destination 2014

Our Strategy for the delivery of ChangeUp

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ChangeUp

Our Strategy for the delivery of ChangeUp.

This strategy is the result of the consultation programme Capacitybuilders ran from December 2006 to March 2007. It takes full account of the various views expressed and is designed to indicate the way forward for Capacitybuilders in relation to the ChangeUp programme as a whole.

No sensible strategy is set in concrete. We have to be focused on achieving specific objectives but also flexible in responding to changing circumstances. In this document we provide a flavour of our current approach to building the strength of the third sector and ask for your support.

More detail about our intentions can be found in our three-yearly corporate plan and the annual business plan on the Capacitybuilders website:
www.capacitybuilders.org.uk

Destination 2014 will evolve over time and any amendments will be posted on the website.

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01

Our vision, mission, objectives and values.

Having consulted on this strategy, and completed the first stages of our review of ChangeUp, we have sharpened our vision and clarified what we at Capacitybuilders want to achieve.

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



Centre Manager Knox Daniel with Lizzie Saunders and two volunteers at the Ealing Resource Centre. Supported with £75,000 of seed funding from Capacitybuilders, this £5 million purpose-built centre is home to 14 diverse charities – all sharing accommodation, facilities, expertise and inspiration to help achieve their aims.

Vision

Our overall 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 Mission

To achieve our vision, we will manage funds and seek to influence the policy and practice of decision-

makers and other funders. We will work in partnership with support providers¹, funders and government to develop more effective and sustainable support services for frontline² organisations across England.

Our Objectives

We will:

- improve the quality and effectiveness of support for third sector organisations
- demonstrate the benefits of support services
- aim to ensure equal access for all third sector organisations to mainstream support services
- target resources where necessary to address the needs of particular excluded groups

¹ 'Support providers' and 'support services' are the organisations, people and activities that help build the capacity of frontline organisations. As part of a move toward more accessible language, Capacitybuilders uses these terms – where possible and appropriate – as an alternative to 'infrastructure'. We want to focus on what they do, not what they are.

² Organisations directly involved in delivering services to the public, campaigning or working in communities. They can be any size – from a Save our Village Green group to the Royal National Lifeboats Institute. If they are small and run by the community in which they are based, they are sometimes referred to as grassroots organisations.

- influence funding policy and practice to ensure sustainable support to third sector organisations
- engage with the public sector.

We will achieve these objectives through:

- effective management and distribution of grant funds
- the commissioning of innovative projects thus facilitating learning across the sector
- investing in the support organisations and networks working with diverse communities
- implementing specific programmes relating to the broad equalities and diversity agenda
- working with general support bodies in the third sector or with those specialist and functional groups who themselves are offering assistance to their frontline constituencies.

Our Values

At Capacitybuilders we are:

- committed to an independent and vibrant third sector
- convinced that working in partnership across sectors and organisations is the right way forward
- professional, trustworthy and transparent.

We will strive to:

- reduce inequality and support the diversity of today's communities
- be open to learning and sharing our learning, based on what works best
- deliver programmes to high standards.

Moving ahead together

The Home Office launched ChangeUp in 2003/04, with the aim of strengthening the third sector³ by 2014. This was to be achieved by radically improving the support available to third sector organisations.

Capacitybuilders⁴ was established in April 2006 to manage the ChangeUp programme. We inherited two basic methods of delivery : national hubs of expertise, covering advice, training and information on the main themes of the programme (governance, performance, finance, volunteering, workforce development and ICT) and geographically based support networks or 'consortia'⁵. There are also some theme based consortia covering subjects such as children, young people or families, race equality and social enterprise support.

Consultation on the Destination 2014 strategy

In December 2006, we published the Destination 2014 strategic framework in a draft form for consultation. We wanted to gather views from across the third sector and from key stakeholders outside the sector.

This document is the result of that consultation, while more information on this important exercise has been published separately in 'Destination 2014 Consultation and context' available from Capacitybuilders' head office or on the website. www.capacitybuilders.org.uk

02

Our strategic principles.

Four principles guide all our work: improving support services, being outcomes focused, and engaging and delivering strategically.

Our work to improve support acknowledges the sector's strengths in:

- delivering appropriate services, whether funded by public expenditure, grants or independent fund-raising
- finding new solutions to social and environmental problems
- campaigning to influence public opinion and policy
- providing opportunity for people to participate, e.g. sport and arts
- giving voice to individuals and communities
- increasing participation in society.

³ Third sector, in this context, means all types of organisations that are not-for-profit, and not a public body. The sector includes charities (registered or not), voluntary organisations, community organisations (and un-constituted groups) and social enterprises. For our purposes, it excludes organisations such as cooperatives, trades unions and universities.

⁴ Capacitybuilders is a non-departmental public body (NDPB) with a remit to create a more effective third sector by building its skills and resource base.

⁵ In ChangeUp, consortia are the groups of infrastructure organisations that responded to the Home Office Active Community Unit's call in 2003 to come together in order to receive funds to improve support to frontline organisations (though some had set themselves up before that date with a similar remit) . Some operate at regional level, some at sub-regional level, and some at local authority level – though there is no consistent pattern across the regions. There are about 130 at present.



A training course in Tower Hamlets as part of WITHIN, a network of women's groups project supported by Capacitybuilders. WITHIN empowers the groups to work together, share facilities and co-operate on funding bids. According to Chair Safia Jama, 'This network has become a strong body that is recognised for speaking and fighting for women's issues.'

The principles below guide all our work

a) Improving support services

Capacitybuilders believes that improving support is the key to enabling frontline organisations to build their capacity to achieve their ambitions. We will focus ChangeUp funding in 2008/11 on such groups and will take steps to test this approach.

People in frontline organisations will be able to access directly the integrated website of support services, and they will be a key audience for our work. The whole point of any investment in support organisations is to improve their performance so that the benefit flows through to frontline organisations so that they can impact individuals and communities. If this does not happen the overall programme will have been a failure.

Support is provided to the frontline by a wide range of voluntary organisations and social enterprises, as

well as by public agencies. These operate at national, regional and local levels. Some focus on generic⁶ support needs, while others respond to particular needs, or to specific parts of the sector.

We want all support organisations to increase their own levels of performance and to work together to deliver expertise and services where they are needed. Knowledge and expertise needs to be actively shared across sub-sectors⁷ and networks.

We see a wide range of specialist and functional bodies⁸ within the wider sector playing a more active part in supporting frontline organisations. It is important to recognise that such specialist bodies are fully entitled to play as much of a role in the ChangeUp programme as more general support organisations. Whether in the field of child care or recreation, such bodies are an integral part of the ChangeUp programme, offering support to their own frontline organisations.

b) Outcomes focused

We will expect all consortia, national support services⁹ and other grant recipients to show how their funded activity is going to focus on the needs of frontline third sector organisations.

As a result of our work, frontline organisations will know how to access the capacity building support they need and will receive high quality support .

c) Strategic engagement

We are committed to the sector and respect its independence. We recognise the essential contribution being made by other organisations to capacity building including those from the public and private sectors. We will work in partnership with them, and will seek to exercise influence to achieve our overarching objective of securing high quality, sustainably funded support for frontline organisations.

Through Destination 2014 we will create a strategic framework that will realise and extend the ChangeUp vision, while ensuring that other organisations are able to pursue their interests and respond to sector needs from their perspective.

d) Strategic delivery

ChangeUp is a strategic development programme with specific funding attached. We will use our grant programmes strategically to develop new support mechanisms, stimulate improvements in support services and help to lever in other funds.

⁶ The range of support needs that all third sector organisations have, e.g. management, governance, funding and finance, volunteer recruitment, employment and training, and communication.

⁸ These include umbrella bodies, national federated organisations, and sub-sector leaders.

⁷ A part of the third sector, identified by the beneficiaries they serve – such as older people, youth or people with certain medical conditions – or the field in which they operate – such as sport, arts, environment, transport.

⁹ The national networks of expertise on generic support themes – such as Finance, Workforce, Performance and Voice. They replace the Hubs from 01/04/08.



03

How we will achieve our mission.

Through improving support; demonstrating its benefits; increasing equality of access; influencing funders and policy makers; and engaging with the public sector, we will achieve what we have set out to do.

We believe that organisations build their own capacity and want affordable, accessible, high quality support that meets their needs.

Karen Bowen, Chief Officer of the newly-merged Cumbria Council for Voluntary Service with her team. This new 'super-CVS', set up with support from Capacitybuilders, is the result of four district organisations building on informal links and collaborations so that they can deliver county-wide solutions without losing local presence.



Making music at an annual event for Bosnia UK Network. The network allows communities to develop, improving quality of life for the 10,000 Bosnian refugees in the UK and it is receiving Capacitybuilders funding as part of the Improving Reach programme.

a) We will improve the quality and effectiveness of support for third sector organisations.

We believe that organisations build their own capacity and want affordable, accessible, high quality support that meets their needs. We will strive to ensure they get what they need from services and networks that are well organised, effective and sustainable.

We will use our funding and influence to ensure that support organisations:

- work in partnership
- improve geographical and sub-sectoral coverage
- meet identified needs and make a real difference
- meet needs at key stages in organisations' development
- establish networks for frontline organisations.

We want this support to be:

- effective
- accurate
- relevant
- up-to-date
- of a high standard
- reflecting national best practice.

For smaller organisations, support should normally be provided locally. At the same time, frontline organisations should have access to the widest possible choice of support – up to national level – through appropriate media and programmes.

Through our Learning and Innovation work strand, we will explore and promote new models of support that have the potential to make a real difference, or offer increased value for money.

b) We will demonstrate to key stakeholders the benefits of support services.

We will gather evidence that demonstrates to government, other public sector bodies and non-statutory funders that investment in support services is money well spent and an effective way to strengthen the third sector.

We will base this evidence on:

- information routinely collected by support providers
- research and rigorous evaluations to independently assess the outcomes achieved by ChangeUp
- information from other sources such as the Charity Commission, Third Sector Almanac, GuideStar, and the State of the Sector Panel
- in-house statistical and qualitative data.

We will identify 'what works' at all levels. Support networks, national support services and a range of umbrella bodies will be encouraged to set up systems to spread information about projects and practice.

c) We will aim to ensure equal access for all third sector organisations to mainstream support services, and will target resources where necessary to address the needs of particular excluded groups.

We want to see support services that reduce inequalities experienced by some communities and the organisations that serve them. This includes black, minority ethnic and refugee organisations, faith groups, rural organisations, disabled people's groups, women's groups, lesbian, gay, bisexual and transgender bodies.

We will require all consortia and national support services to ensure that equalities and diversity issues are properly reflected in their plans. Their core activities should positively acknowledge the inequalities some groups face, and take specific steps to address those inequalities.

In addition, Capacitybuilders will maintain and develop targeted funding, mainly through the Improving Reach funding stream. This will resource support initiatives aimed at historically excluded groups. We acknowledge the important current role of specialist support providers. We will expect generic and specialist support organisations to work in increasingly close collaboration, exploring the

potential for integration where desirable.

We want to improve information about the support that is available and increase access for organisations struggling to find support. The new national support services' integrated website will provide an easy point of access for frontline organisations seeking support and information about the diverse range of support available.

d) We will seek to influence funding policy and practice to ensure sustainable support to third sector organisations.

We will develop and share knowledge of other potential funding sources in all three sectors. We will influence the policy and practice of other funders with the aim of building the sustainability of support services.

We will use our grant programmes strategically to lever in other funds wherever possible. We will work with the Local Government Association, IDEa, the Big Lottery, Futurebuilders and Learning and Skills Councils in particular, alongside charitable foundations and the private sector. We will explore the potential of accessing international capacity building funding bodies to benefit third sector organisations in England.

Given the growing importance of the social enterprise movement, we will also be working with the social enterprise umbrella bodies and the regional social enterprise networks to identify funding opportunities to help further build the business support needed by many social enterprises.

Short term funding is a source of ongoing frustration in the sector. We are pleased that government has now made a commitment to three-year funding rounds which means we can create longer term funding programmes. We believe that government at all levels must maintain and extend its funding for third sector support if it is to achieve its goals within, for example, health, social care, children and families, migration, housing and community renewal.

e) We will engage with the public sector

Capacitybuilders will add its weight to the sector's engagement with the public sector. This will be in partnership with the other agencies already active. Our particular role is working at a national level, with

government departments and agencies, to influence the capacity building landscape for the sector. We will work to secure new and sustainable sources of support and funding wherever possible.

We want to see all government departments, local authorities and other public bodies aligning their Compact with the sector, capacity-building needs

assessments, infrastructure development plans and Local Area Agreements. In this way, we can realise the vision set out in the local government White Paper 'Strong and Prosperous Communities'.



Field Operative Lesley Chester is funded by Capacitybuilders to run Worlds Together, a community integration project in Boston, Lincolnshire.

04 Delivery plan: the planning timeframe.

There are three phases to our Destination 2014 strategic framework: 2007/08, 2008/11, 2011/14.

This plan sets out the principal activities that will be undertaken in each phase in relation to our objectives and vision for the future. Activity for 2007/08 is already underway and is described below in the section 'Current Challenges'.

Work in the second and third phases will build on progress made, as we learn from reviewing funding programmes and testing new approaches.

For more detailed and up-to-date work programmes please see our business plan which is available on our website: www.capacitybuilders.org.uk

Current Challenges

2007/08

Improving the quality and effectiveness of infrastructure support for third sector organisations

Consortia – Support Networks

| Activities 2007/08 | By | Progress/Milestones |
|------------------------------------------------------------------------|---------------|------------------------------------------------------------------------------------------------------------------------------------------------|
| Review of ChangeUp consortia model. | July 2007 | Changes and improvements to the consortia model and remit; options to continue to fund infrastructure development where consortia are failing. |
| Review ChangeUp consortia fund management arrangements. | October 2007 | A clearer and more consistent approach to fund management and monitoring of consortia. |
| Funding decision on Consortia Development Fund and related programmes. | December 2007 | Review and self development effort by all consortia to improve performance. |
| Announce funding for support networks 2008/11. | December 2007 | Publish funding decisions at least three months before the next financial year; three year funding enables longer term planning. |

National support services

| Activities 2007/08 | By | Progress/Milestones |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Views sought on specification for content and shape of national support services. | June 2007 | Involvement in defining programme needs and relationships between national support services and support networks. |
| Open tender exercise for bodies to take responsibility for the delivery of national support services. | July/September 2007 | Agreements achieved with preferred bidders. |
| Preparation of detailed business plans for all national support services in conjunction with strategic lead bodies, support networks and other support providers. | October/December 2007 | Funded business plans for national support services from April 2008 to March 2011 developed in conjunction with local, sub regional and regional support networks. |
| Sign off of three year grants for national support services. | December 2007/January 2008 | |

Learning & Innovation

| Activities 2007/08 | By | Progress/Milestones |
|-----------------------------------------------------------------------------------------------------------------------|----------------------------|----------------------------------------------------------------------------------------------------------------------------|
| Complete a regional and national stock-take of priorities for improving sub-sectoral/thematic engagement in ChangeUp. | July/ September 2007 | Gap analysis and priorities for possible future funding to ensure all sub-sectors are fully engaged with support networks. |
| Review position of social enterprises within ChangeUp and establish funding level for 2008/11. | September 2007 | Develop our position and plans as regards social enterprise support provision. |
| Investigate Peer Review as a tool for building organisations' capacity. | October 2007 | Co-sponsor conference with Performance Hub. |
| Review range of different models of support for frontline organisations. | December 2007 | Develop Learning and Innovation work programme for 2008/11 |
| Review existing quality standards and outcomes monitoring systems for support organisations. | December 2007 | Quality improvement plan for support organisations with agreement about the appropriate content of tools/ approaches. |

Demonstrating to key stakeholders the benefits of support services to frontline organisations

| Activities 2007/08 | By | Progress/Milestones |
|-------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Open tender exercise for organisations/ individuals to carry out the scoping phase of the evaluation of ChangeUp. | June 2007 | Commission agreed. |
| Demonstrate the benefits of investment in support services through publishing case studies on the web and through other communication channels. | July 2007 onwards | One case study per region published by end July 07. |
| Scoping phase of the evaluation. | September 2007 | Mapping and analysing existing information and evaluations; plans and methodology for the main evaluation of ChangeUp; proposed systems to communicate ChangeUp achievements, and share information and learning. |
| Based on the scoping phase, invite agencies to tender to carry out the main annual evaluation programme. | September/ December 2007 | Commission agreed. |
| First round of ChangeUp evaluation. | January 2008 | First batch of findings on the impact of ChangeUp 2003/07. |

Ensuring equal access for all third sector organisations to mainstream support services, and targeting resources where necessary

| Activities 2007/08 | By | Progress/Milestones |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Assess current progress of Improving Reach pilot programme. | September 2007 | First assessment of the success of the pilot programme and the issues identified; proposals on opening the Improving Reach programme to other socially excluded groups. |
| Re-assess the recommendations on equalities and diversity made to Capacitybuilders and the Home Office in 2006 in the Zahno Rao report 'Mainstreaming Diversity'. | September 2007 | Develop strategy and policy across all strands of work. |
| Launch the application process for the new Improving Reach three-year funded programme. | October 2007 | Publish funding decisions re Improving Reach at least two months before the next financial year. |
| Financial decisions made concerning Improving Reach programme. | January 2008 | Funding agreed for new Improving Reach programme. |
| Final review of Consortia Development Fund and its impact. | March 2008 | Evidence of equality and diversity issues being addressed by consortia; improvement plans in place where necessary. |

Developing and influencing funding practice to sustain support for third sector organisations

| Activities 2007/08 | By | Progress/Milestones |
|--------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|---------------------------------------------------------------------------------------------------------------------------------------|
| Fund demonstration projects in 10 Community Foundations to explore how to support small organisations in their community to build capacity. | June 2007/ April 2008 | Gain a better understanding of the potential for funder coalitions to support capacity building. |
| Amend our articles of association to enable us to work with private companies and charitable foundations in building the capacity of the third sector. | July 2007 | Achieving greater freedom to co-operate with other sectors on capacity building. |
| Map the support for VCS capacity building provided by government departments and other national public sector agencies. | September 2007 | Provision of baseline information to inform future approaches to other funders concerning joint activity and increased co-ordination. |

Engaging with the public sector

| Activities 2007/08 | By | Progress/Milestones |
|-----------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|----------------------------------------------------------------------------------------------------|
| Support the Partnership Improvement Programme, ran by IDeA, to increase collaboration and mutual understanding between sectors. | April 2007/ March 2010 | Wider participation in the programme for third sector in 50 local authorities. |
| Develop and initiate influencing strategy in partnership with third sector partners, government departments and statutory sector support providers. | September 2007 | A focused process of engagement, meshing with other sector initiatives, and with clear objectives. |

Priorities

2008/11

In 2008/11 we will focus on:

- encouraging a more efficient, effective and productive range of support organisations through driving forward greater collaboration and, where appropriate, mergers
- developing a consistent approach to the setting of performance standards for support organisations – building on existing practice but aiming to arrive at a range of acceptable quality standards which we would expect all ChangeUp and other grant recipients to meet
- investing some of our funds in specifically building the capacity of organisations in particularly weak areas within two or three of the English regions.

April 2008 will see the beginning of a new phase in ChangeUp. We will implement agreed changes in national support services and in consortia. New roles and remits will come into force, based on the reviews of both national support services and consortia, on the feedback from consultation exercises with the third sector, and the consortia development programme. The new arrangements will be supported by three-year grants.

2008/09 will be an important year to bed down the whole new framework of the national support services and consortia, and throughout the time period we will devote resources to supporting and monitoring the process.

2008 will also see the first year of ongoing evaluation of ChangeUp, the findings of which will be crucial to the longer term support for the programme. Demonstration of the benefits of funding support providers and services will go live.

Our policy and influencing role targeted at decision makers and funders of support services will be operating within a clear strategy. We will take the lead at national level, and will provide appropriate support for sector partners at regional and local levels.

The new three-year Improving Reach funding programme, designed to increase support across a range of disadvantaged organisations or communities will also roll out in April 2008. Depending on the outcome of the review of the 2007/08 pilot Improving Reach programme, it may be possible to extend the programme scope to cover other areas of disadvantage.

Starting in 2008, a full picture will be developed of trends in the funding and market for support services. We will develop our advocacy with the full range of funders and suppliers to bring in new funding to the field.

Improving the quality of support for third sector organisations

Consortia – Support Networks

| Activities 2008/11 | By | Progress/Milestones |
|-----------------------------------------------------------------------------------------------|------------------------|----------------------------------------------------------------------------------------------------------------------|
| Launch of new three-year funding package for support networks. | April 2008 | Quarter one 2008/09 payments made. |
| Continue development programmes e.g. self and peer assessment, independent reviews, training. | April 2008 and ongoing | Greater awareness of the issues and evidence of positive changes in practice. |
| Develop and launch quality improvement framework. | March 2009 | A relevant affordable route to quality for infrastructure, with accreditation where appropriate. |
| Publish guidance on the funding policy for support of consortia 2011/14. | June/July 2010 | |
| Make funding decisions for support networks for the period 2011/14. | December 2010 | |
| A further round of reviews of support networks. | January/February 2010 | Consortia to be able to demonstrate the tangible benefits accruing to the frontline as a result of their activities. |

National support services

| Activities 2008/11 | By | Progress/Milestones |
|----------------------------------------------------------------------------------------------------------------|-------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|
| Launch new national support services through strategic lead bodies. | April 2008 | Achievement of the launch of new national services as planned. |
| Develop/commission unified website for national support services. | April/September 2008 | Easier access for support organisations and frontline to information about support available, as well as access to advice and information. |
| Develop the functionality of the integrated national support services website. | 2009/11 | Improved and unified access to information and support. |
| Review of national support services and the role of the strategic lead bodies with a view to re-commissioning. | May/June 2010 | National support services to be able to demonstrate tangible benefits of their activities to frontline groups. |
| Re-commissioning of the main agents for delivery of national support services. | September/December 2010 | Agree grants with the strategic lead bodies and business plans for 2011/14. |

Learning & Innovation

| Activities 2008/11 | By | Progress/Milestones |
|-------------------------------------------------------------------------------------|------------|-------------------------------------------------------------------------------------------------------|
| Develop relevant initiatives to address sub-sectoral gaps and priorities. | April 2008 | Increased collaboration between generic and specialist sub-sectoral support agencies. |
| Review progress of support for peer review, and other innovative models of support. | April 2009 | Greater awareness of the potential benefits of different approaches. |
| Review progress in meshing ChangeUp with support for social enterprises. | May 2009 | Revise plans for supporting social enterprises following the experience of the first year of funding. |

Demonstrating to key stakeholders the benefits of support services for frontline organisations

| Activities 2008/11 | By | Progress/Milestones |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|----------------------------------------------------------------------------------------------------------|
| Communications and influencing strategy; audiences, messages and channels. | April 2008 | Engage public sector partners in debate about future support for the sector. |
| Prepare guidance material and deliver training for support networks and other support providers on how to assess the outcomes of their work. | April 2008 | Greater potential for all agencies to communicate the evidence of benefits. |
| Examination of the costs and benefits of different models of support, and their current funding sources to develop indicative levels of investment. | September 2008 | Benchmark costings for different levels of support provision. |
| Evaluation findings and other learning communicated in different formats, academic, third sector, public sector – reports, case studies; shared via the web and through conferences, seminars. | 2008/ on-going | Active sharing of what works and a body of authoritative work on support for third sector organisations. |
| Rounds two-four of annual evaluation studies. | January 2009, 2010, 2011 | Clear picture of how support is improving and the benefits to frontline and impact on communities. |

Ensuring equal access for all third sector organisations to mainstream support services, and targeting resources where necessary

| Activities 2008/11 | By | Progress/Milestones |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|--------------------------------------------------------------------------------------------------|
| Launch of new expanded Improving Reach programme. | April 2008 | More sustained and effective impact on the inclusiveness of ChangeUp. |
| Further review of 'Mainstreaming Diversity' and Improving Reach strategies. Review the progress in consortia in ensuring that all socially excluded interests are fully integrated in investment plans for the future. | January/May 2009 | Assessment of the degree to which national support services and consortia have changed practice. |

Developing and influencing funding practice to sustain support for third sector organisations

| Activities 2008/11 | By | Progress/Milestones |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|
| Launch of three-year funding package for support to social enterprise. | April 2008 | New financial programme available to social enterprise support. |
| Manage and administer capacity building funds on behalf of at least one other government department. | April 2008 | Capacitybuilders working with other funders in the management of their programmes. |
| Identify opportunities for collaboration between charitable foundations and Capacitybuilders in launching matched funding schemes. | May 2008 | Initiate the first joint assessments with charitable foundations. |
| Following changes made in 2007 to Capacitybuilders' legal form, develop a strategy for engaging the commercial sector through sponsorship, brokerage, pro bono and marketing. | June 2008 | Carry out an initial assessment of the market for business for support; make more affordable and accessible for appropriate third sector organisations. |
| Following changes made in 2007 to Capacitybuilders' legal form, initiating the first joint assessments with charitable foundations. Launch the first joint Capacitybuilders/charitable foundation fund. | September 2008 | Achievement of the launch of a joint fund for infrastructure support at the local level. |
| Gather information about local public spending bodies' support for capacity building with the third sector and disseminate the results of collaborations between Capacitybuilders, third sector partners and local and regional public sector. | September 2008 | Generate better intelligence about local authorities and capacity building. |
| Launch the first joint capacity building programmes with the private sector, including launch of a joint fund for developing infrastructure. | January 2009 | |

Engaging with the Statutory Sector

| Activities 2008/11 | By | Progress/Milestones |
|---------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|-------------------------------------------------------------------------------------------------------------------------------------|
| Deliver the influencing strategy in partnership with third sector partners, government departments and statutory sector support providers. | May 2008/ on-going | Improved understanding and engagement of public sector with support for frontline TSOs |
| Ensure performance of local authorities against new duties to collaborate with third sector set out in White Paper 'Strong and Prosperous Communities'. | May 2009 | Improved local engagement between sectors, and more commitment by local authorities to funding support for frontline organisations. |

Priorities

2011/14

Inevitably, the proposed activities relating to the last period of the plan are more aspirational, due to difficulty in predicting precise activity or the related outcomes in the period 2011/14 and onward. But, through monitoring progress and our evaluation programme, we will be able to demonstrate that the vision has been achieved.

Building on our partnerships with other public funders, the private sector and charitable foundations, we will continue to ensure a more coordinated approach to strengthening support services for the third sector.

We will commission a series of research publications to examine the effectiveness of different approaches to capacity building, including an evaluation report on Capacitybuilders' funding programmes over the previous phases. This exercise will be conducted in May/July 2013 to inform any further continuation of the programme beyond March 2014.

We will continue to fund high quality work at the national, regional, sub-regional and local levels.

We will:

- work with others to ensure that further long term aims and objectives are set for support service development up to 2014
- work with other public and private funders to ensure that strengthening the third sector through efficient and effective support services remains a high priority
- publish a comprehensive evaluation report on the whole ChangeUp programme and associated capacity building initiatives in July 2013
- ensure the sustainability of the national support services website
- publish a final report in January 2014. This will outline the range of issues still to be addressed and identify new themes that have an impact on society and in which the third sector can play a vital role.

Measuring Impact

Setting specific objectives and targets will be an ongoing exercise. For example, the recommissioning of national support services is under way at the time of writing, and details will emerge during the course of 2007/08 to be implemented from April 2008. The national support services targets for 2008/11 will be added to this strategic framework in January 2008.

Performance indicators for ChangeUp outcomes will be developed by the evaluation process, being scoped in 2007. A priority list of baseline data will be drawn up and actioned to provide effective measures of changes over 2008/11. We will involve partners in generating a body of data that combines to create a full picture of support agencies' performance as well as benefits for frontline third sector organisations.

Provisionally, we can say that we will seek to measure:

- tangible benefits for frontline organisations
- improvements in 'customer satisfaction' with support organisations
- demonstrable improvements in support standards
- changes in the policies and practice of funders and sponsors
- changes in statutory sector engagement and funding for third sector support bodies
- the effectiveness of the Mainstreaming Diversity and Improving Reach strategies
- the extent and impact of re-configuration within third sector support.

Our own performance will be evaluated under government rules.

We will provide regular information of our performance against a number of indicators to show that we manage resources both efficiently and effectively:

- the percentage of spend going to national, regional and local (Current target 65% going to regional and local rising to 70% from April 2008)
- the value and percentage of the spend going to support networks, support providers and to national support services for management costs and core functions, and that which goes to projects and activities that translate directly into benefits to the frontline
- the value and percentage of Capacitybuilders' central overheads and operational costs – approximately £3.3 million in 2007/08, 10% of this year's global grant to Capacitybuilders.

Capacitybuilders

3 July 2007