



Business Plan 2008 – 2011

Rachel Fryatt
Director
CVS Hounslow
9 Hounslow Business Park
Alice Way
Hounslow TW3 3UD
020 8572 5929 x 228
Rachel@cvshounslow.org.uk
www.cvshounslow.org.uk



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CVS Hounslow Business Plan

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Section 1 Executive Summary

This is the Business Plan for the core activities of the Council for Voluntary Services in Hounslow (CVSH). This three year plan covers the period from March 2008 – March 2011.

There are 4 key strands to delivery :

1. We will run a training programme for the VCS, offering courses in ICT, governance and charity and employment law, amongst others. The programme will complement courses for the VCS run by the London Borough of Hounslow (LBH).
2. We will build capacity in the VCS by offering one to one support to voluntary organisations, including project start up and fundraising advice. Work will concentrate on the Black and Minority Ethnic Refugee (BMER) communities, but will also take a pro-active approach to helping groups from disadvantaged white communities in Feltham, in the west of the Borough. This approach is in accordance with priorities identified in the LBH Community Plan, concerning the promotion of the community cohesion.
3. We will represent the VCS at a range of partnerships, including the Local Strategic Partnership, Children's Partnership Board and various health and social fora.
4. Underpinning these three overlapping elements, we will monitor and evaluate this project and other, related projects.

The beneficiaries in the first instance will be the 186 CVSH members. In Hounslow there are approximately 600 VCS organisations and we will work with non-member groups to encourage membership take-up.

Ultimately the communities of Hounslow will benefit from the project as the impact of the project delivers stronger and more sustainable VCS organisations. In addition London Borough of Hounslow and the VCS will benefit from a greater amount of facilitated communication as the Representation Network ensures the right expertise is enabled to participate in the appropriate meetings, consultations and planning exercises.

We will deliver the project over 3 years :

Year One :	Recruitment, Setup, Research and Delivery
Year Two :	Delivery, Evaluation and Assessment
Year Three:	Delivery, Planning for the Future

The budget for the three years breaks down as follows :

March 2008	April 2008–April 2009	April 2009 - 2010	April 2011–March 2011
9,522	118,194	121,740	114,944

Total : £364,400

To deliver this project we will use the following staff :

CVS Director x 3 days per week
Development Officer x5 days per week
Training & Information Officer x 2 days per week
Finance Officer x 0.5 days per week
Administrator x 0.7 days per week

The Key Stakeholders we will work with on this project are :

186 members of CVSH
London Borough of Hounslow
Primary Care Trust
Local Strategic Partnership Members
Learning and Skills Council
West London Network (including the other 5 CVS in the sub-region)
London Voluntary Services Council
London Regional Capacity Builders Consortium

We will deliver our services firstly to our members and secondly to VCS non-members of CVSH, and we will work with key staff in all the partner/ Stakeholder organisations to ensure full VCS participation.

Section 2 Organisation Summary

Legal Status:

CVS Hounslow (formerly Hounslow Voluntary Sector Forum) operates as the Council for Voluntary Service for the London Borough of Hounslow.

CVS Hounslow is a registered charity and a company limited by guarantee, governed by its Memorandums and Articles of Associations, both of which were adopted on 31.01.2000. The objects of the charity as set out in the Memorandum are as follows:

- (i) to promote any charitable purpose for the benefit of those who live and work in the London Borough of Hounslow and adjoining areas and in particular the advance of education, the furtherance of health, the relief of poverty, sickness and distress.
- (ii) in furtherance of the said purpose but not otherwise to promote and organize co-operation in the achievement of the same and to that end to bring

together representatives of the voluntary organisations, and statutory authorities within the said area of benefit.
(iii) to promote equality of opportunity and access within the area of benefit and through all of the charity's work.

Our Mission is :

To promote and support community and voluntary sector development in the London Borough of Hounslow, and to facilitate the development of socially inclusive, well informed, well trained, professional and appropriately funded voluntary and community sector that is responsive to the needs of local people.

Our Aims are :

- To build the capacity of voluntary and community organisations (VCS) in Hounslow to deliver high quality services to the community
- To increase communication and understanding between the VCS and the statutory sector
- To empower the VCS to draw down appropriate funding
- To enable the VCS to improve its governance structures
- To enable organisations to gain greater access to information
- To increase provision of activities which encourage community cohesion

Our Objectives are:

We will fulfill our aims by delivering our objectives which are to:

- Offer voluntary sector groups **support and advice** on project development, fundraising, management, constitution, charitable status, trustee responsibilities, business plan, equal opportunities policies, and many other areas.
- Co-ordinate involvement of the voluntary sector and community groups in community **partnership initiatives** with the statutory and private sectors.
- **Represent** the voluntary sector at a strategic level with local politicians and chief officers from the voluntary and statutory sectors.
- Provide opportunities for **networking** to voluntary organisations both locally in the London Borough of Hounslow and, through the West London Network, in the West London region.
- Provide the **training** and support necessary to enable the voluntary and community sector to play a key role in the fundamental development of the local communities, with a particular focus on community cohesion.
- Disseminate **information** about funding opportunities and other relevant topics to all our members, and publishing a detailed and informative newsletter.

Current service provision

We provide a wide range of support services :

- Funding Advice
- Training Courses
- Group Development

- Legal Matters
- Recruitment and Selection
- Human Resources (HR)
- Constitutions
- Charitable Status
- Trustee's Roles and Responsibilities
- Premises/ Lease
- Business Plan
- Monitoring/ Evaluation
- Finance
- Representation
- Admin Services (such as mailing)
- Updates on national voluntary sector issues (such as Capacity Builders)
- Latest local voluntary sector news
- Children and Young People's Forum
- Borough Newsletter
- Photocopying and other resource services

These are delivered by our Training and Information Officer (TIO), Development Officer (DO) and the Director. There are 186 member organisations who benefit from these services and an additional 40 who receive our information bulletins and newsletter.

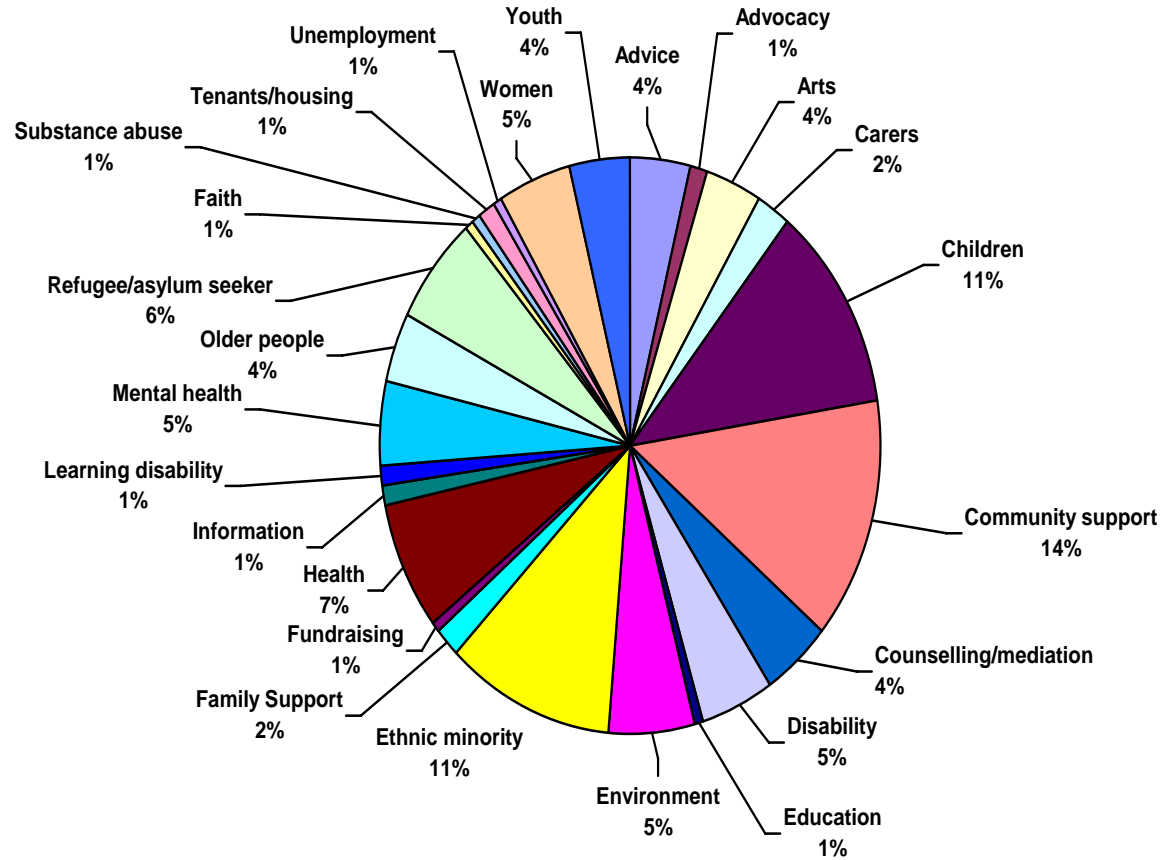
Who we support :

Chart 1 shows the breakdown of focus for CVS Hounslow members.

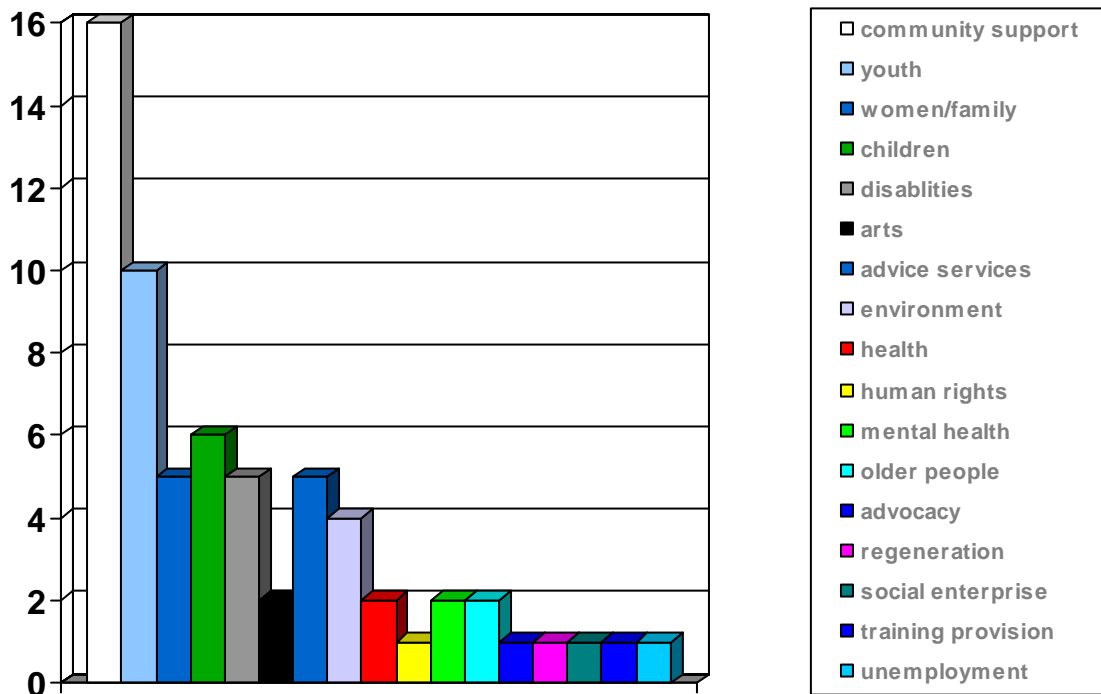
Chart 2 shows the breakdown of focus for the 65 groups which benefited from in-depth Development Officer support in the financial year 2006-2007.

CVS Hounslow Member's Priorities

Chart 1

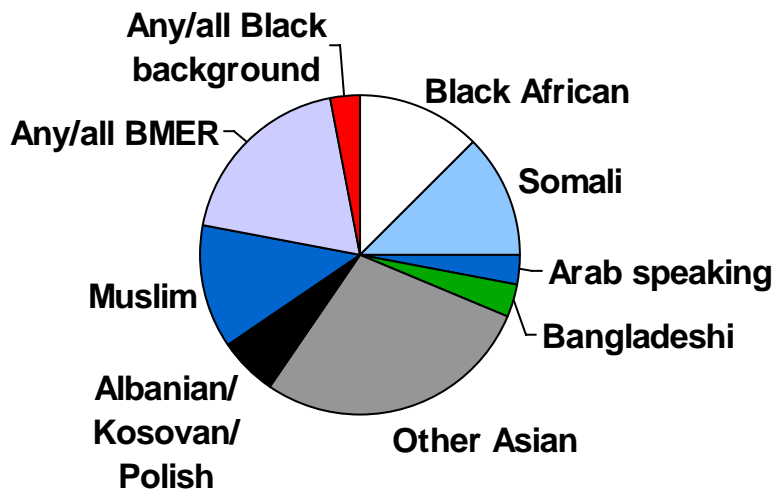


Types of Partnership / Group worked with
Chart 2



We work with 32 BMER groups last year and below is a chart detailing the ethnic communities these groups work with.

BMER Groups worked with
Chart 3



CVS Hounslow Management Structure :

There is a Board of Trustees listed below.

- Management Committee Members
- Chair: Mark Raven (The Star Centre)
 - Christine Hay (Treasurer)
 - Steve Parker Deputy Chair (Isleworth Explorers Club)
 - Hibo Abdilahi-Magan (ILAYS)
 - Dek Kelly (Migrant Community Housing and Care)
 - Yvonne Marimo (Zimbabwe Women's Network)
 - Sylvester Nzekwue (Richmond Fellowship)

The Board meets every 2 months and steers the direction of CVSH. Papers are prepared and circulated at least one week in advance of each meeting to ensure sufficient time for consideration of the issues on the agenda.

The Chair conducts monthly supervision sessions with the Director and is appraised of circumstances pertinent to decision-making. Decisions are taken and minuted, minutes are circulated and approved at the next Board meeting. Amendments are noted and a copy signed by the Chair.

Staff are required to submit pro forma reports to enable the Board to monitor progress, evaluate achievements and decide on future direction.

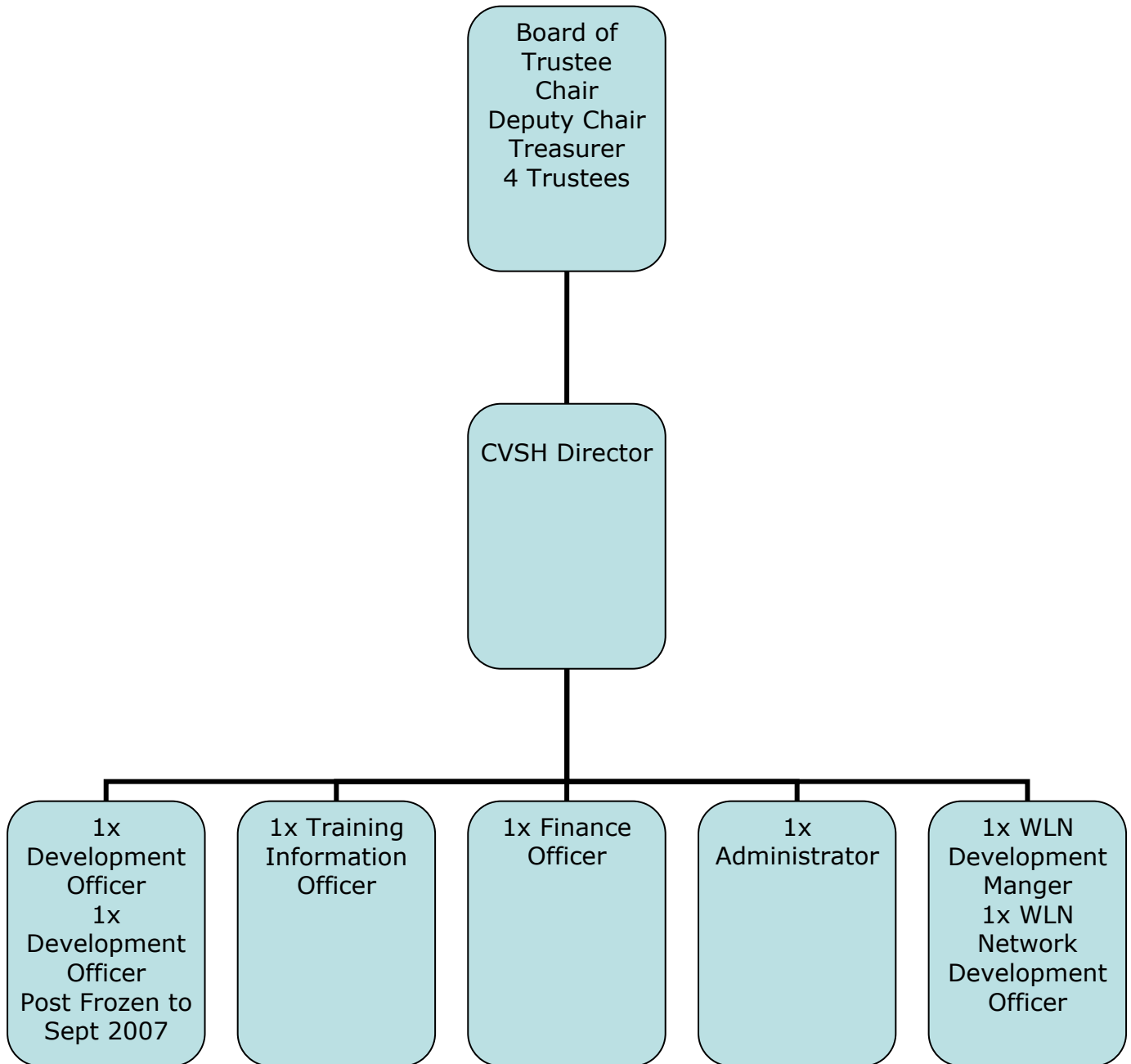
The Director communicates decisions to staff, and raises any staff issues which emerge during staff meetings or supervision with the Board. Staff are invited to Board meetings on an ad hoc basis to make relevant presentations.

The Director and the Treasurer meet 1-2 weeks before the Board meeting to examine the finances and ensure thorough reports are made to the board.

The Director communicates via e-mail and telephone to Board Members when information needs circulating or for advice between meetings.

The Director line manages the TIO, the DO, the Finance Officer (FO) and the administrator. Regular supervision is held. The Director also line manages the West London Network Development Manager as part of a sub-regional project with other 5 CVS in the area.

Management Structure Chart



Roles and Responsibilities of Trustees

The Chair :

- To ensure that the organisation complies with its governing document, charity law, company law and any other relevant legislation or regulations
- To ensure that the organisation pursues its objects as defined in its governing document
- To ensure the organisation applies its resources exclusively in pursuance of its objects

- To contribute actively to the board of trustees' role in giving firm strategic direction to the organisation, setting overall policy, defining goals and setting targets and evaluating performance against agreed targets.
- To safeguard the good name and values of the organisation
- To ensure effective and efficient administration of the organisation
- To ensure the financial stability of the organisation
- To protect and manage the property of the charity and to ensure the proper investment of the charity's funds
- To appoint the Director and monitor his / her performance
- Scrutinising board papers
- Leading discussions
- Focusing on key issues
- Providing guidance on new initiative
- Other issues in which the trustee has special expertise

Additional Duties of the Chair

- Liaising with the Director to keep an overview of the organisation's affairs and to provide support as appropriate;
- Leading the process of appraising the performance of the chief executive;
- Sitting on appointment and disciplinary panels
- Liaising with Director to develop the board of trustees
- Facilitating change and addressing conflict within the board and within the organisation, liaising with the Director to achieve this.
- Representation Role

The Treasurer :

- Overseeing, approving and presenting budgets, accounts and financial statements
- Being assured that the financial resources of the organisation meet its present and future needs
- Ensuring that the charity has an appropriate reserves policy
- The preparation and presentation of financial reports to the board
- Ensuring that appropriate accounting procedures and controls are in place
- Liaising with any paid staff and volunteers about financial matters
- Advising on the financial implications of the organisation strategic plan
- Ensuring that the charity has an appropriate investment policy
- Ensuring that there is no conflict between any investment held and the aims and objects of the charity
- Monitoring the organisation's investment activity and ensuring its consistency with the organisation's policies and legal responsibilities
- Ensuring the organisation's compliance with legislation
- Ensuring equipment and assets are adequately maintained and insured
- Ensuring that the accounts are prepared and disclosed in the form required by funders and the relevant statutory bodies, e.g. the charity commission and/or the register of companies
- Keeping the board informed about its financial duties and responsibilities
- Contributing to the fundraising strategy of the organisation

- Making a formal presentation of the accounts at the annual general meeting and drawing attention to important points in coherent and easily understandable way
- Sitting on appraisal, recruitment and disciplinary panels as required

The Director

- The Director is responsible for the overall direction, co-ordination and development of the Hounslow Voluntary Sector Forum, its staff and volunteers, and is accountable to the Management Committee for this.
- S/he is expected to ensure that HVSF continues to meet the needs of the people of Hounslow and support the local voluntary sector by:
- Offering voluntary sector and community group's support and advice re project development, fundraising, management, constitutions, charitable status, responsibilities, writing business plans, equal opportunities policies, and so on.
- Co-ordination involvement of the voluntary sector in community partnership initiatives with the statutory and private sector in areas that include Health, Community Safety, and Regeneration.
- Providing an opportunity for networking to voluntary organisations with common goals.
- Partnership working and representation

Key Tasks

- Co-ordination of work and development services
- External and statutory sector liaison
- Operational management and general administration

Relevant Skills, Experience and Expertise

The Chair:

- Managerial expertise
 - introduced relevant working practices and policies
 - met local government targets
 - launched specific cultural activities
 - implemented daily debriefings
 - agreed vital Service Level Agreements
 - experience of change management
- Innovative leadership skills
- Strong commitment to social care
- Representation of voluntary sector at strategic level

The Treasurer :

- Nine years experience as chair of NHS boards with budgets of over £200 million
- Six years experience as chair/lead member for social services.
- Took part in King's Fund board leadership programme over six years and other seminars on finance.
- Attendance at LVSC one day course on finance.
- Many years experience as budget holder in NHS

The Director :

- To be recruited.
- Skills, experience and expertise to be commensurate with the post.

Current and Future Involvement**The Chair :**

- The recruitment and supervision of the director
- Ensuring better delivery of service and more effective infrastructure
- Chairing associated meetings
- Meeting regularly with Vice Chair and the Treasurer
- Being available and responsive as needed.

The Treasurer :

- In addition to attending management committee meetings visit CVS once weekly to sign cheques and meet finance officer.
- Meeting with director one week before management committee meeting to discuss finance.
- Meet regularly with Chair

The Director :

- The Interim Director is producing this Business Plan and ensuring the continuation of service provision by CVSH.

Partnership working :

The CVS works with the following partnerships :

1. At Director Level :**Partnership Working 2006/7 – CVS Director**

- Local Strategic Partnership
- Children's Partnership Board
- Health and Social Care Partnership
- Community Safety Partnership
- Children's Fund Partnership Board
- Children and Young People's Needs Assessment Group
- Public Health Development Group
- Mental Health Manager's Group
- National Service Framework for Mental Health Local Implementation Team
- Children and Young People's Stakeholder Conference
- Children and Young People's Forum
- Community Plan Stakeholder Group
- Compact Working Group
- West London Network Steering Group
- West London Network Conference
- CVS Hounslow AGM and Networking Event
- LBH/CVS Hounslow VCS Annual Consultation Event
- LBH/CVS Hounslow Funding Advice Event

2. At Development Officer Level :

Partnership Working 2006/7 - Development Officers

- Sure Start
- Neighbourhood Learning in Deprived Communities/LBH Adult Education
- Grand Union Community Development/Langdale PAB
- TW4 Community Development Trust
- Thames Community Foundation
- Home Office/Metropolitan Police
- PQASSO/Hillingdon AVS
- Multi-Agency Partnership against Racial Harassment
- LBH Young People's Plan/Children's Workforce Development Council
- LBH Lottery Play Commissioning group
- LBH Community Development and Regeneration Unit
- LBH Economic Unit
- LBH Youth Service
- WLN Health and Social Care Managers' Group
- Black, Asian, Minority Ethnic, Refugee
- Help the Aged

3. At Training and Information Officer Level :

- Training Providers
- Information Resource Providers

4. At Sub-Regional Level :

The CVS is the host the West London Network (WLN). This is a sub-regional partnership of the 6 Borough CVS and 12 voluntary organisations representing area and issue based groups. The WLN Steering Group is also the sub-regional Capacity Builders Consortium.

WLN runs 6 different Networks providing opportunities for voluntary organisations to meet at a sub-regional level to obtain information, network and lobby as they deem appropriate. It runs a yearly conference for the sector across West London and works with West London Alliance (the Local Authorities).

Details of other similar projects provided :

The project is for CVS Hounslow's core activity. Please see the next section Project Background

Section 3 Project Background

The BASIS bid submitted focuses on CVS Hounslow's activities, which have been delivered since 1993. During this time the CVS has moved from planning and start-up, with a Steering Group, to the current membership of 186 groups. During the 9 year period groups have changed and so has the membership, however the trend is for membership to increase on a yearly basis reflecting the success of the services provided.

2006/2007 – 186 members
2005/2006 – 163 members
2004/2005 – 160 members
2003/2004 – 140 members
2002/2003 – 126 members
2001/2002 – 112 members
2000/2001 – 100 member's

figures taken from annual reports

Each AGM has been used as an opportunity to collect information from the membership to enable CVSH to review its service provision. Periodic membership surveys have been distributed through the newsletter and results have been collated. Both sets of data have been used to enable future planning which has been responsive to the membership and delivery has been changed. As a result Development Officers have operated outreach programmes and became involved in a wide variety of local partnerships. The newsletter has been substantially revised. Training courses and information sessions have been added to CVSH's methods of delivery in the last 2 years to reflect feedback from the groups.

In addition the Board of Trustees is made up from local voluntary organisations who have been involved in collecting 'word of mouth' information from groups which has been added in to the planning process.

Through this process CVSH has learned that to continue to be successful it must continue to seek advice from its membership. Once this advice has been given CVSH must continue to incorporate it into its planning process.

Section 4 Strategic Context

The need for the project

As the principle infrastructure organisation for the Borough, we have run services for the VCS for over ten years. The VCS in Hounslow is vibrant and multi-faceted. Many new groups start up each year, requiring help with fundraising and charitable status. There are well established voluntary organisations, some of which we helped to set up, which seek our advice on a regular basis, on matters such as finance, premises and employment law.

A substantial proportion of the groups we help are from BMER communities. Hounslow has many refugee groups, partly as a consequence of its proximity to Heathrow Airport, and we work closely with, for example, the Somali and Kosovan populations. However, it is clear that white communities in the west of the Borough need increased input and we hope to fill that gap by promoting our services more widely.

The training programme we have provided over the past twelve months, funded through ChangeUp, was designed to meet the demands of voluntary organisations. The training has been well received and there is an expectation that it will continue. The VCS needs to be effectively represented to ensure its voice is heard. There is a plethora of partnerships: we need to make certain that we are there, not just to make our views known, but to try to influence local policy and to be sure that the sector doesn't miss out on funding opportunities.

CVSH research for this need :

We know, from successive Customer Satisfaction Surveys, our well attended AGM and networking events, and from research we carried out for our ChangeUp Plan in 2005, that the VCS values our work. The ChangeUp questionnaire was sent to all of the 600 voluntary organisations in Hounslow, and asked a range of questions concerning gaps in the infrastructure provision such as training and funding advice and 'open' questions about what they would like to see from a second tier agency. A copy of the questionnaire results is enclosed. (appendix 1)

The ChangeUp Steering Group, set up in early 2005, comprised the main infrastructure and capacity building organisations in Hounslow and oversaw the development of the ChangeUp Plan. The principal strands of this BASIS bid were identified as key priorities by the Steering Group and are an integral part of the ChangeUp Plan. (appendix 2)

In 2006 a Training Needs Analysis was conducted with CVS Hounslow membership. The resulting analysis document (appendix 3) has formed the basis for training delivery. In addition each planned course is flagged up to members by email before confirmation of venue and training to canvass interest. The courses held and trainees attending are listed below :

Training and Information Officer 2006/7

Course	Trainees
Cultural Awareness	15
Preparing a Budget/Cashflow	15
Basic Book-keeping/Petty cash	7
Financial Reporting	7
A New Approach to Counselling	17
Fundraising from the Corporate Sector	6
Anger Management	9
Child Protection Awareness	19

Two Information Events were also delivered with London Borough of Hounslow in the period:

Training and Information Officer 2006/7

Information Events with LB Hounslow	Nos.
Consultation Workshop: Hounslow Children and Young People's Plan	28
Consultation Event: Hounslow Community Plan	25

During the same period the Training and Information Officer distributed :

- 240 copies CVS Hounslow newsletter 6 times during the year
- 190 copies of Fit4funding 12 times during the year
- Emails on a daily basis with training/conference/ news updates/legal etc information to a variety of distribution groups as appropriate.

A membership survey has been conducted (appendix 4) which further demonstrates the need for the project.

Other research for this need :

London Borough of Hounslow have recently received an as yet unpublished report from Ted Cattle of ICOCO (Institute of Community Cohesion) which supports CVSH's analysis of need for development of Community Cohesion. It acknowledges that the voluntary sector has a role to play as a key partner to LBH.

London Borough of Hounslow statistics reveal that the most deprived parts of the borough (amongst the 10% most deprived areas in England) include Feltham, which is a target area for aspects of this project.

The Local Strategic Partnership has produced the Hounslow Community Plan which lists CVS Hounslow as a key partner in delivering 3 of its 6 objectives :

A Safer Community
A Healthier Community
A Creative Community

In addition many of our members are identified as partners in delivering the 6 objectives, CVS Hounslow will be a critical resource for these organisations.

Project Beneficiaries :

CVS Hounslow serves the whole of the voluntary and community sector in the London Borough of Hounslow. 186 organisations from that sector are members of CVS Hounslow. All of them receive the regular newsletter and frequent mailings on matters of relevance to their work, along with the CIB funding newsletter to which we subscribe on their behalf. Many of them also come to us for development support or will be involved in partnership work with CVS Hounslow staff. Other organisations who are not members are also supported.

Please see Chart 1 in Section 2 illustrating the makeup of CVSH members.

We consulted our members as part of the ChangeUp survey conducted in 2005. We based the 1st Stage BASIS bid on the response and incorporated the responses into the Local Infrastructure Development Plan (2005) for Hounslow. (see appendices 1 & 2)

Project Outcomes

The outcome our project aims to achieve are :

1. Voluntary and community organisations (VCOs) operate more effectively, are aware of their rights and responsibilities and are strengthened through more robust fundraising strategies.
2. A more professional BMER sector, with VCOs better able to engage with the statutory sector and with other voluntary agencies.
3. Greater community cohesion, as a consequence of more pro-active approach within the white communities of Feltham and in other areas in the west of the Borough.
4. The VCS is represented effectively, so that its views are taken into account in local decision making processes.
5. CVSH is more financially stable, better able to service the VCS.
6. CVSH is in a better position to help not only the BMER communities, but the hard to reach communities in the west of the Borough

These outcomes have been identified as a result of the consultation exercises referred to above, namely :

1. CVS Hounslow Member's Survey 2007 (appendix 4)
2. Training Needs Analysis 2006
3. ChangeUp Local Infrastructure Development Plan 2005
4. ChangeUp Survey 2005

Other options considered :

We considered providing additional services to those envisaged by this project. We rejected them at this stage due to financial constraints and because they registered to the lower end of what the groups consulted actually wanted. These services were :

Getting access to resources from the private sector
Advice on employment law/ legal
Publicity/ awareness raising for the voluntary sector
*Community Accountant (ChangeUp Survey 2005)

*The Community Accountancy service with CVS Hounslow was seen as a low priority because the service is currently being offered by the CVS through CASH which covers much of London.

Existing Infrastructure Provision :

The following groups provide complementary services to the project we propose :

Brentford Community Resource Centre
Community Development and Regeneration Unit (LB Hounslow)
Disability Network Hounslow
Grand Union Community Development
Hounslow Racial Equality Council
Hounslow Refugee Forum
The Asian Health Agency
Volunteer Centre Hounslow
Youth Services
West Play

These groups provide issue-based or geographic area-based infrastructure support to specific sections of the community. They provide a focused and in-depth service where they identify areas of need. CVS Hounslow will provide additional networking services to these organisations and will operate at a borough-level to provide generic infrastructure support. This will add value to the targeted infrastructure provision offered by the groups above by providing the umbrella support and representation needed at a borough wide level.

Project Delivery to Achieve Outcomes

We are one of the principal capacity building organisations in Hounslow and the main infrastructure agency, with many years' experience. We have good links with the BMER sector and promote our services to a range of organisations through newsletters, our website and in partnership with LBH Community Development and Regeneration Unit, via their 'e-volve' email list. To reach the communities in Feltham and other wards in the west of the Borough, we will work with partner organisations such as Community Initiatives Partnership (CIP) the Youth Service and the Police. We will promote the establishment of new groups where necessary and work with existing groups on fundraising, financial management and joint work with other organisations. Information on the training programme will be disseminated widely.

As referred to above, we know that our services are needed and valued by the VCS as a result of ChangeUp research, feedback from groups, customer satisfaction surveys and the work of the ChangeUp Steering Group.

We will report regularly to the management committee of CVSH and the Capacity Builders Consortium on the progress of the work. We will compile statistics and other information on the work of the Development Officers (who carry out the one to one work with groups), the Training and Information Officer (who commissions training events) and the Director (who represents the VCS and liaises with statutory, voluntary and private sector partners). Similar monitoring is already carried out under the ChangeUp/ Capacity Builders programme and will continue.

Regular Customer Satisfaction Surveys are undertaken and we will carry out '360 degree' appraisals, to ascertain the stakeholders' view of the work of CVSH. We will track progress – and options – of VCOs we work with by asking them to complete

an initial registration form which will be followed up by further assessments/questionnaires at regular intervals.

We will utilise the links listed in the next section to ensure our project is delivered well, and takes account and advantage of local, sub-regional, regional and national support services and developments.

Links :

CVS Hounslow is the host for and Steering Group member of, West London Network (WLN) which works across the 6 sub-regional boroughs of :

- Brent
- Ealing
- Hammersmith & Fulham
- Harrow
- Hillingdon
- Hounslow

We benefit by accessing funding for projects to be delivered at a sub-regional level (e.g. ICT) and from lobbying and representation with the West London Alliance (the 6 borough councils) and other sub-regional entities such as the Learning and Skills Council.

WLN holds a yearly conference and circulates 2 newsletters per year which enables our membership to participate at a sub-regional level.

CVS Hounslow is a member of the region-wide CVS Network and benefits from the networking and information services provided. This enables us to compare, contrast and learn from CVS responses to government and statutory initiatives in the other London Boroughs.

We are members of NAVCA and NCVO and benefit from networking, lobbying and representation initiatives at a national level. We receive information from both organisations and cascade this to our members when appropriate.

We benefit from the information services of the Infrastructure Hubs and cascade relevant information to groups.

Infrastructure Links :

CVS Hounslow is the lead body for the Capacity Builders Consortium Development Fund (CDF). We organise Consortium meetings drawn from the Infrastructure Providers (listed above in the Existing Infrastructure Provision section), setting the agenda, providing minutes and other relevant paper-work. The Interim Director will write the Capacity Builders Infrastructure Business Plan and Strategic Plan and organise and facilitate participation in the Self Assessment process.

The CVS will provide links, via WLN and the London Region Consortium representative for the CVS Network, to regional and national developments. The CVS will participate in consultation on the London Region Business Plan and Strategic Plan, and will make information available to the Hounslow Consortium.

Section 5 Project Delivery

The project is for the core services delivered by CVS Hounslow to the voluntary and community groups of Hounslow. There are 4 key strands to delivery :

1. We will run a training programme for the VCS, offering courses in ICT, governance and charity and employment law, amongst others. The programme will complement courses for the VCS run by the London Borough of Hounslow (LBH).
2. We will build capacity in the VCS by offering one to one support to voluntary organisations, including project start up and fundraising advice. Work will concentrate on the Black and Minority Ethnic Refugee (BMER) communities, but will also take a pro-active approach to helping groups from disadvantage white communities in Feltham, in the west of the Borough. This approach is in accordance with priorities identified in the LBH Community Plan, concerning the promotion of the community cohesion.
3. We will represent the VCS at a range of partnerships, including the Local Strategic Partnership, Children's Partnership Board and various health and social for a.
4. Underpinning these three overlapping elements, we will monitor and evaluate this project and other, related projects.

The main services we will offer are :

- One to one advice with 70 groups a year (minimum)
- Quarterly newsletter circulated to 200 groups (minimum)
- One conference / networking event a year
- Training programme with 50 attendees a year (minimum)
- 3 Fundraising Surgeries
- 2 staff recruitment and retention workshops
- Representation Programme to identify and support 16 representatives (minimum)
- PQASSO training
- Mentor partnering
- 2 groups supported from conception to delivery on Community Cohesion work
- Work with Adult Education to maximize VCS take-up of courses

In addition we will :

- Secure year on year additional funding for CVSH
- Work with LBH to plan long-term sustainability for CVSH
- Complete the NAVCA Standards for Infrastructure Organisations
- Produce a report on current representation situation for the VCS in Hounslow
- Produce a report on current gaps in provision of Community Cohesion activities
- Produce research to evaluate good practice in Community Cohesion

These activities have been planned as a result of research conducted within the borough. They fit within the strategic context of developments within the Capacity

Builders Consortium (for which CVSH is the lead body), by providing infrastructure support to VCS organisations. There is a constant call across all strategic delivery at LBH level for representation from the voluntary sector, and our Representation Network is designed to respond to needs for strategic input from the sector. The Community Cohesion development work fits with the report by Ted Cattle from ICOCO by working with disaffected white communities, whilst simultaneous work is conducted aimed at BMER groups in the borough. As CVSH is central to both pieces of work, links will be made between the groups at networking and training events which will help us to break down perceived barriers between different constituent parts of the community.

The 4 Key Strands to delivery cited above have been incorporated into a Work Programme, which has been drawn up to deliver the Outcomes and Milestones at 2.6 of the BASIS Stage 2 application form.

2.6 Outcome table

Outcome 1	300 Voluntary and Community (VCOs) operate more effectively, are aware of their rights and responsibility more effectively, are responsibilities and are strengthened through strategies by the end of the projects.	
Milestones	Timescale	
Publicity re-designed & circulated to reflect new services provision to meet outcome.	Y1 Q1	
Model policies & procedures available from website & DO's	Y1 Q3	
2 x Full cost recovery training events held to enable groups to bid for appropriate costs.	Y2 Q1	
Fundraising surgeries held for VCO's at 3 outreach venues	Y2 Q4	
Staff recruitment & retention workshop held x2 in Hounslow	Y3 Q2	
30 Groups receive governance training per year 70 groups receive one to one advice per year	Ys 1,2,3,Q4	

Outcome 2	40 groups from the BMER sector will operate more professionally and are better able to engage with the statutory sector and with other voluntary agencies by the end of the project.	
Milestones	Timescale	
3x thematic information and networking conferences	Y1,2,3 Q3	
BMER participation in CVSH representation programme : 4 reps identified and supported	Y2 Q2	
Links created between BMER Groups & Adult Education provision in local communities in the borough	Y2 Q4	
3 New BMER Groups undertake PQASSSO training	Y2 Q4	
3 BMER Groups partnered with 'mentor's' from established org	Y3 Q2	
10 BMER Groups receive governance training	Y1,2,3 Q4	

Outcome 3	Acting on recommendations from research to be conducted on gaps and best practice Community Cohesion, 2 groups will be supported from inception to delivery on Community Cohesion issues as a consequence of a more pro-active approach within the white communities of Feltham and other areas in the west of the Borough.
Milestones	Timescale
Recruit/ second Development Worker 1 day/ week	Y1 Q1
Baseline research conducted : on current provision & gaps in borough : on community cohesion pathfinders good practice to evaluate & adapt for Hounslow Report produced with recommendations to form basis of work programme	Y1 Q4
Work through LSP with LBH to assist with delivery of Ted Cantle's report recommendations	Y2 Q2
2 new groups identified to work on improving community cohesion	Y2 Q3
Above 2 groups supported through setup to delivery	Y3 Q4
3x thematic information & networking conferences held	Y1,2,3 Q3

Outcome 4	As a result of initial research to be conducted into current representation arrangements, a minimum of 12 representatives are identified and supported to ensure effective VCO involvement in the local decision making process by the end of the project.
Milestones	Timescale
Representation networks DO in post 1.5 days per week	Y1 Q1
Baseline research conducted to identify current level of VCO representation in the borough & identify gaps	Y1 Q3
Representation section of newsletter and website established (i) to advertise roles (ii) to provide space for report-back / issue raising	Y2 Q1
4 New Reps identified to fill gaps & supported through process	Y2 Q3
4 New Reps identified to fill gaps & supported through process	Y3 Q1
4 New Reps identified to fill gaps & supported through process	Y3 Q4

Outcome 5	CVSH is more financially stable, better able to service the VCS and will have implemented a fundraising strategy and submitted a minimum of 9 bids by the end of the project.
Milestones	Timescale
BASIS top-up continuation bids submitted to appropriate funders for Y2	Y1 Q1
BASIS top-up continuation bids submitted to appropriate funders for Y3	Y2 Q1
BASIS top-up continuation bids submitted to appropriate	Y3 Q1

funders for Y4	
Bid made to continue / replace BASIS submitted to appropriate funders	Y2 Q4
Complete NAVCA Standards for Infrastructure Organisations	Y3 Q4
Discussions held with LA to increase funding streams, using activities funded by BASIS to demonstrate economic & social impact of CVSH	Y1,2,3 Q4

Outcome 6	CVSH will have worked through outreach provision with hard to reach communities in the west of the Borough, and delivered 30 training places by the end of the project.
Milestones	Timescale
Recruit/ second Development worker 1 day / week (see outcome 3)	Y1 Q1
Links created between hard to reach communities and Adult Education provision on estate in the west of the Borough.	Y1 Q4
3x thematic information & networking conferences held	Y1,2,3 Q3
10x group from hard to reach communities receive governance training per year	Y1,2,3 Q4

WORK PROGRAMME

PRIOR TO YEAR ONE – subject to grant offer

OUTCOME	MONTH – 3	MONTH – 2	MONTH - 1
1			
2			
3	Circulate Job Description & Person Specification for Community Cohesion Development Officer	Conduct selection process	Interview and appoint
4	Circulate Job Description & Person Specification for Representation Network Development Officer	Conduct selection process	Interview and appoint.
5			
6			

**WORK PROGRAMME
YEAR ONE**

Key 02 = Outcome 2
03 = Outcome 3
04 = Outcome 4
06 = Outcome 6
Y2 = Year 2

OUTCOME	MONTH 1	MONTH 2	MONTH 3	MONTH 4	MONTH 5	MONTH 6	
1	Leaflet Design → Newsletter Design → Website Design → One to one group work. →		Circulate Quarterly issue In use	Governance training event held Research model policies →		Governance Training event held. Newsletter Research links to other websites with model policies.	User satisfaction survey
2	Commence planning for training events	Book Venues and Trainers	Commence planning for conference to be held in month 11	Governance training event held 02 groups benefit	Book Venue	Governance Training event held 02 groups benefit	
3	Induction for Community Cohesion Development Manager 1 day/ week	Plan baseline research methodology	Research baseline provision & national good practice	Governance training event 03 groups benefit	→	Report produced & circulated to appropriate partners. Governance training event 03 groups benefit	
4	Introduction for Representation Network Development Officer 1.5 days/ week	Plan baseline research methodology	Research VCS representation at key meetings & identify gaps		Work with LA/ Statutory agencies & VCS to identify representatives	Support provided for representatives - ongoing	

5	Research funding streams & select appropriate	Prepare applications	Submit applications	Research NAVCA Standards & others to compare	→	Application results Plan Y2 delivery in accordance with funding streams	
6	Induction for Community Cohesion Development Officer 1 day/ week	Workload at 03		Governance training event 06 groups benefit		Training event 06 groups benefit.	

YEAR ONE (cont.)

OUTCOME	MONTH 7	MONTH 8	MONTH 9	MONTH 10	MONTH 11	MONTH 12	
1		Governance training event held Prepare to add to website	Newsletter	Full cost recovery training event held Launch model policies section on website	Re-circulate leaflet Plan work programme in detail for Y2	Newsletter	User satisfaction survey informs planning
						→	
2	Book speakers & workshop leaders	Governance training event held 02 groups benefit	Circulate conference publicity	Confirm conference attendance Evaluate training events	Conference event held →	Conference evaluation Plan for year 2	
3	Workload moves to 06	Governance training event 03 groups benefit			Conference event held 03 groups benefit		
4		→	Representative s feedback included in newsletter	Representatives supported		Recruitment for reps in newsletter Feedback from reps in newsletter	
5	Select standards (likely to be NAVCA) →	Draw up timetable to undergo standards	→	Start Standards	Set up meeting with LA & Board of Trustees	Hold meeting with LA & Board re financial future of CVSH	
			→				
6	Links created with Adult Education Workload move strum 03	Adult Education provision researched Governance	Groups referred to Adult Education provision		Conference event held 06 groups		

		training event 06 groups benefit			benefit		
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**WORK PROGRAMME
YEAR TWO**

OUTCOME	MONTH 1	MONTH 2	MONTH 3	MONTH 4	MONTH 5	MONTH 6	
1	Funding surgery One to one group work	Full cost recovery training event held	Newsletter	Governance training event	Fundraising surgery	Newsletter Governance training event	User satisfaction survey
2	BMER representation development		BMER representatives selected & supported	Governance training event 02 groups benefit	PQASSO information publicized to BMER	Governance training event 03 groups benefit	
3	Work with LBH to address Ted Cattle report Develop & identify 2	groups to work	Commence planning for conference to be held Y2 month 11 on Community	Governance training event 03 groups benefit Cohesion issues	Book conference venue	Governance training event 03 groups benefit	
4	New meeting / rep identified	Representative s supported	Recruitment for reps in Newsletter Feedback in newsletter	New meeting / rep identified	Reps supported	Recruitment for reps in newsletter Feedback in Newsletter	
5	Under go Standards Research funding streams select appropriate	Prepare applications	Submit applications			Applications results. Plan for Y3 delivery in accordance with funding stream.	
6	Main work load at 03			Governance training event 06 groups benefit		Governance training event 06 groups benefit	

YEAR TWO (cont)

OUTCOME	MONTH 7	MONTH 8	MONTH 9	MONTH 10	MONTH 11	MONTH 12	
1		Governance training event	Newsletter	Fundraising Surgery	Plan work programme in detail for Y3	Newsletter	User satisfaction survey informs planning
						→	
2	Links between BMER groups & Adult Education created	Governance training event 02 groups benefit	BMER groups established for PQASSO	PQASSO Support Evaluate training events	Conference event held 02 group benefit Commence BMER mentors recruitment	Plan for Y3	
					→		
3	Book speakers & workshop leaders	Governance training event 03 groups benefit	Circulate conference publicly	Confirm conference attendance	Conference event held 03 group benefit	Conference evaluation	
4	New meeting / rep identified	Representatives supported	Recruitment for reps in Newsletter Feedback in newsletter	New meeting / rep identified	Reps supported	Recruitment for reps in newsletter Feedback in Newsletter	
5	Undergo Standards				Set up meeting with LA & Board of Trustees	Hold meeting with LA & Board for continued discussion of financial future for CVSH.	
						→	
6		Governance training event 06 groups benefit			Conference event held 06 groups benefit		

**WORK PROGRAMME
YEAR THREE**

OUTCOME	MONTH 1	MONTH 2	MONTH 3	MONTH 4	MONTH 5	MONTH 6	
1	One to one group work	Staff recruitment & retention workshop	Newsletter	Governance training event	Staff recruitment & retention workshop	Newsletter Governance training event	User Satisfaction Survey
2	Support BMER mentor process			Governance training event 03 groups benefit		Governance training event 02 groups benefit	
3	Support 2 groups through to delivery			Governance training event 03 groups benefit		Governance training event 03 groups benefit	
4	New meeting / rep identified	Representatives supported	Recruitment for reps in Newsletter Feedback in newsletter	New meeting / rep identified	Reps supported	Recruitment for reps in newsletter Feedback in Newsletter	
5	Continue Standards Research funding stream	Prepare applications	Submit applications			Applications results. Plan for Y4 delivery in accordance with funding stream	
6			Conference planning for conference to be held in month 11.	Governance training event 06 group benefit	Book conference venue	Governance training event 06 group benefit	

YEAR THREE (cont)

OUTCOME	MONTH 7	MONTH 8	MONTH 9	MONTH 10	MONTH 11	MONTH 12	
1		Governance training event	Newsletter		Plan work programme in detail for Y4	Newsletter	User satisfaction survey informs planning
2		G T event 02 groups benefit			Conference event held 02 groups benefit		
3		G T event 03 groups benefit			Conference event held 03 groups benefit		
4	New meeting / rep identified	Representatives supported	Recruitment for reps in Newsletter Feedback in newsletter	New meeting / rep identified	Reps supported	Recruitment for reps in newsletter Feedback in Newsletter	
5	Complete, implement & update standards				Set up meeting with LA & Board of Trustees	Hold meeting to continue to Plan future of CVSH	
6	Book speakers & workshop leaders	G T event 06 groups benefit	Circulate conference publicity	Confirm conference attendance	Conference event held 06 groups benefit		

The project will be delivered in Hounslow. It will be based at the offices of CVS Hounslow, but some elements, such as training, yearly conferences and outreach work, will be delivered at appropriate venues within the community. These will be fully accessible and selected to appeal to the groups we work with.

The target users for the project are :

- CVS Hounslow's 186 members
- Other VCS organisations in the borough
- BMER groups
- Communities in the west of the borough

These targets users have been selected as a result of our membership survey, work done on Community Cohesion in Hounslow (LBH have draft report written by Ted Cattle), and research carried out for ChangeUp as incorporated into the 10 year plan. The membership survey and ChangeUp Plan are attached. Ted Cattle's report is still in draft format and with LBH who are preparing to release an Executive Summary.

LBH have approximately 600 voluntary groups on record in the borough, of which 186 are members of the CVS. The Training and Information Officer actively promotes the services of the CVS to encourage groups to join. Services will be prioritised to, but not exclusively, for members of the CVS, as we know that working with groups who are not currently members will expand the membership as working relationship is built up.

CVS Hounslow's building is fully accessible and we will use venues for events and meetings which are accessible. The Development Officer will visit groups at their own venues as needed to ensure that all groups have access to their services.

We will produce a publicity leaflet in plain English detailing the services the project provides, and will offer a translation service for the leaflet. In addition we work closely with Adult Education in the borough as a partner in the Learning and Skills Council – funded 'Neighbourhood Learning in Deprived Communities' and will be able to refer groups to ESOL classes if appropriate. We are involved through this partnership in promoting an NVQ2 in Information Advice and Guidance (IAG) to groups in the borough, and this will further deepen the ability to refer groups to appropriate provision.

We will employ staff using an Equal Opportunities process and expect that will result in staff reflecting the culturally diverse make-up of the community in Hounslow.

CVS Hounslow works closely with other 2nd tier organisations in Hounslow, such as the Race Equality Council and the Disability Network, and we will ensure that groups are referred to appropriate specialists as needed to encourage participation.

The Community Cohesion Development Officer will promote inclusive communities through their work with disadvantage groups in the west of the borough. All the services will be provided to groups who are working to reduce disadvantage and exclusion, so the groups will be strengthened and better able to provide their services to their chosen target group.

Section 6 Project Resources

Staff Resources

1. *The Director :*

The Director will be responsible for ensuring the project elements are delivered, outcomes are met and the project plan followed. The Director will work with the Board of Trustees to ensure that evaluation of the monitoring is carried out and that delivery is adjusted as needed.

The Director will line manage all staff involved in the project and will work 3 days per week on this project.

2. *Development Officer :*

The Development Officer will carry out the one to one group work in line with the work programme for 2.5 days per week on this project.

3. *Representation Officer :*

The Representation Officer will develop a procedure for advertising posts, working in partnership with the statutory agencies involved. They will support representatives through the process, enabling effective VCS participation, and organise feedback from mailings through the newsletter. They will work 1.5 days per week on this project.

4. *Community Cohesion Officer :*

The Community Cohesion Officer will work with white communities in the west of the borough to develop new groups which actively encourage community cohesion. They will work with the London Authorities in response to Ted Cattle's report for the London Borough of Hounslow. They will work 1 day per week on this project.

5. *Training & Information Officer*

The Training & Information Officer will plan and deliver training events in line with the work programme. They will compile and distribute the newsletter and other information bulletins. They will work 15 hours per week on this project.

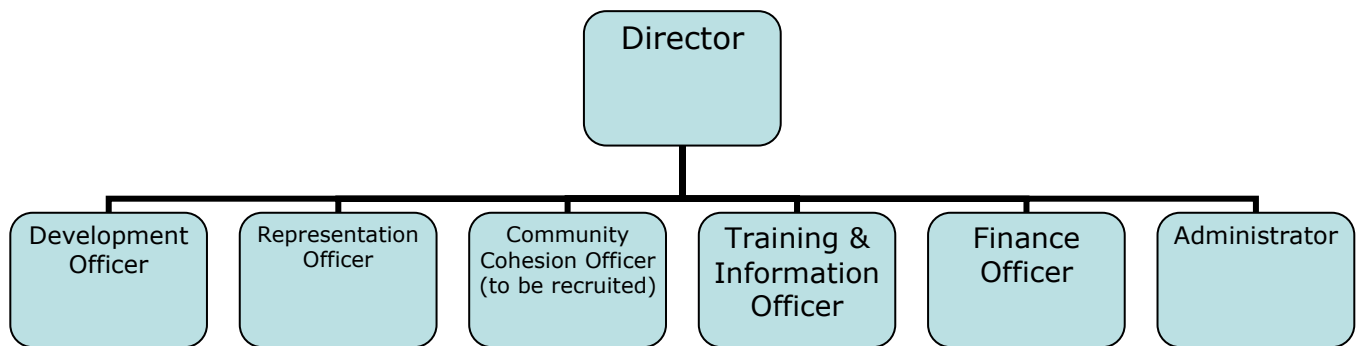
6. *Finance Officer*

The Finance Officer will keep all financial records and ensure delivery is within budget. They will work 3.5 hours per week on this project.

7. *Administration*

The Administrator will ensure the smooth running of the office and provide administrative support to the Director. They will enter monitoring information to the database and maintain all records of activity.

Staff Structure Chart for Project



Recruitment Plan

- *Community Cohesion Officer* : One day per week, to be recruited through local paper, sub-regional CVS networks and websites, regional CVS networks and websites, LVSC e-bulletin, LB Hounslow e-bulletin and website.
Cost £500 (maximum)
Advert drawn up and posted as soon as funding confirmed.
Job Description & Person Specification drawn up as soon as funding confirmed.
Application pack created as soon as funding confirmed.
One month deadline for return of application from start of circulation.
Interviews panel comprising of Director, Development Officer, Trustee confirmed.
Interview date set for 2 weeks after return of application deadline, and included in advert.
Appointment made and candidate in post 1-3 months after interview date (or earlier if possible depending on commitments)
- *Administrator* : 10 hours per week
Cost £500 (maximum)
Recruitment process as above.

Training Plan

CVS Hounslow offers training to all staff as need is identified during supervision, dependant on availability of funding. We will implement the NAVCA standard which will identify training needs.

Management & Supervision Resources

Staff Management

Formal supervision will occur via the Board of Trustees meetings every 2 months. The Director will provide reports and decisions will be minuted. The minutes will be signed by the Chair, agreed as a true record at the following meeting board meeting. The Director will meet informally with the Chair for monthly supervision sessions.

The Director will conduct 6 weekly (or more frequent if required) supervision with development staff. Action points will be recorded, and signed by Director and staff

members as an agreed record. The Director will line manage all staff engaged on this project.

The Finance Officer and the Director will meet monthly for financial reports and assistance with preparation for bids. The Finance Officer will make bi-monthly reports to the Board of Trustees, via the Director. The Finance Officer currently employed by CVSH is bought in from Hillingdon AVS one day per week (see contract and list of duties, appendix 5). He has 8 year's financial management experience and is part qualified to ACCA standard.

The Director and Administrator will meet on a weekly basis to agree the workload. Formal recorded supervision will take place every 3 months.

It is not envisaged that freelance workers or consultants will be employed on this project. Should this be necessary the member of staff commissioning the work will be responsible for supervision, with reports required by the Director at supervision.

Volunteers will be managed by the appropriate member of staff.

Existing Arrangements

The existing management arrangements will continue through the life of the project :

The Board of Trustees conducts formal supervision / management of the Director.
The Chair conducts informal supervision of the Director
The Director conducts signed supervision sessions with staff. Staff meetings are held monthly.

Policies and Procedures

Instigated:	Supervision and annual leave forms Desk diary for all staff to record movements on a daily basis.
Existing:	Equal Opportunities Financial procedures Reserves policy Recruitment Salary setting and adjustment Redundancy Health and Safety Staff appraisal
Preparing/ Researching:	Lone working Flexible working policy Recording work at home Evening/weekend working

Partnership Working

We work with a wide range of informal partners (see section 1 for the full list) and will continue to do so to provide the strategic context to this project. CVSH will be responsible for delivering the project and there will be no formal partnership agreements needed.

Volunteer Resources

CVSH is a member of the Volunteer Centre (V.C.) in Hounslow. As we identify need for volunteers, they are referred by the V.C. We provide a job description and references (after 4 months). For this project we will seek to recruit a volunteer office assistant, to deal with post, filing, data input and other general office duties one day per week, and a volunteer to do 3 days every 2 months to collate the newsletter. Both volunteers will be managed by the Training and Information Officer.

Section 7 Project Costs

The project costs are all revenue.

We are applying for a 3 year funding schedule, but have made a variation since the original budget was submitted at Stage 1. This was for April 2006-2007, April 2007-2008, April 2008-2009. Since it is likely that a decision of funding will now be reached in December 2007 and grant release will then be subject to additional paperwork we are submitting a budget which has the following timescales :

Year 1 – March 2008 – April 2008	(1 month)
Year 2 – April 2008- April 2009	(12 months)
Year 3 – April 2009 – 2010	(12 months)
Year 4 – April 2010 – March 2011	(11 months)

In total the budget covers a three year period. The Year 4 11 month costs reflect on additional increase of 3% on Year 3, which means that our project costs have increase in total by £9852 over 3 years or 2.78% of the total originally requested.

Salary Scales : (all F/T equivalent)

1x	p/t Director : £38,562
3x	p/t Development Officers : £32,669
1x	f/t Training and Information Officer : £24,655
1x	p/t Administrator : £18,847

In addition the Finance Officer is contracted in from a neighbouring CVS for 7 hours a week. This post over a year will cost : £10,080.

All staff salaries have a 3% uplift for each subsequent year included in the budget.

Direct Revenue Costs :

These have been calculated using costs incurred in previous years, with specific reference to 2005-2006. They all have a 3% uplift for each subsequent year included in the budget.

Overheads :

All calculations for overheads have been made using cost incurred in previous years for guidance, with specific reference to 2005-2006. They represent 49.2% of the overheads as the budget is for 49.2% of the total running costs of CVSH. They all have a 3% uplift for each subsequent year included in the budget.

VAT :

CVS Hounslow is not registered for VAT. The services we provided do not incur VAT.

The budget for the project is below. In the next section this is broken down monthly for years one and two and quarterly for years three and four. The total period covered is three years as detailed above.

Section 8 Financial Appraisal

The project funding requirements are contained in Document 1. The project expenditure requirements are contained in Document 2. The cash flow projection is contained in Document 3.

The project does not rely on earned income nor does it intend to borrow money.

All assumptions behind the projections have been described in Section 7 of the Business Plan, with the exception of the BASIS grant payment.

We have assumed quarterly grant payments as shown in the cash flow projection (document 3).

The project will need additional fundraising as detailed below :

For the Training and Information Officer an additional sum of £38,103 will be required over the three years. CVSH is making appropriate funding applications to grant making bodies identified in the fundraising strategy (appendix 9).

	Total project costs – include VAT where applicable								Amount requested from Big A-B-C
	Year 1	Year 2	Year 3	Year 4	Year 5	Total A	VAT recoverable from total B	Funding from other sources C	
Direct revenue costs									
Salaries, NI and pension	7129	88117	90760	85693		271699			271699
Freelance fees									
Recruitment	83	1030	1061	1002		3176			3176
Training	417	5150	5305	5009		15881			15881
Travel and other expenses	611	630	649	613		2503			2503
Project running costs	51	8065	8307	7843		24266			24266
Evaluation	196	2421	2493	2354		7464			7464
Marketing and publicity	83	1030	1061	1002		3176			3176
Other* payroll	45	558	574	542		1719			1719
Other*									
Total direct revenue costs	8615	107001	110210	104058		329884			329884
Overheads									
Staff	48	587	605	571		1811			1811
Accommodation	753	9303	9582	9047		28685			28685
Utilities	63	777	801	756		2397			2397
Other* insurance	41	504	519	490		1554			1554
Other* bank	2	22	23	22		69			69
Total overheads	907	11193	11530	10886		34516			34516
Direct capital costs									
Equipment purchase									
Land purchase									
Construction or refurbishment									
Professional and legal fees									
Other*									
Other*									
Total direct capital costs									
Total project costs	9522	118194	121740	114944		364400			364400

Section 9 Marketing & Communication Strategy : general

CVSH will market the services to be provided by :

Medium	Target Audience	Work Offered	Work Achieved
CVSH Services Leaflet	VCS groups, non-members	√	
CVSH Newsletter	VCS groups, members Statutory Agencies	√	√
CVSH Website	VCS groups, members & non- members Statutory Agencies, other partners	√	√
CVSH Annual Report	VCS groups, members & non- members Statutory Agencies, other partners		√

With the adoption of the new logo, it is timely to revise all these marketing and communication tools.

We will also use :

- LB Hounslow's Voluntary Times (sent to over 600 voluntary organisations in the LBH)
- LB Hounslow's Evolve (internet newsletter)
- West London Network Newsletter (sent to 4000 voluntary organisation in the sub region)
- The Volunteer Centre Hounslow Newsletter
- Informal networking by CVS Hounslow Board of Trustees
- Informal networking by Capacity Builders Consortium members
- Word of month is valued in the sector – by providing good services we expect service user recommendations to increase take-up of provision.
- Reports to partnership meetings e.g. the Local Strategic Partnership
- Presentations at Statutory events e.g. the launch of various LB Hounslow Strategic plans.

Marketing & Communication Strategy : representation

CVS Hounslow will use a designated part of it's newsletter to advertise for representatives from the sector to sit on partnership boards/ meetings/ fora.

They will bring subject-specific expertise from the sector to the table. We will use the same section for these representatives to report back on key issues and activities.

Section 10 Monitoring and Evaluation

Baseline :

We know from our 14 years experience that groups in Hounslow need the services we provide and will continue to develop, refine and provide with this project. As stated in Section 4, CVSH research for this need, the ChangeUp Survey (attached) provided the baseline information which informed the Basis Stage 1 bid and scoped the outcomes to be achieved.

Evidence :

All our monitoring will be conducted in line with our Equal Opportunities policies. We will gather evidence in the following manner :

Development Work

- Each new group will complete a signed-up form, providing information about their organisation / planned organisation and the activities they deliver / plan to deliver.
- Development Officers will record Action Points from all one-to-one meetings onto the database.
- Funding applied for and funding obtained will be recorded
- A yearly evaluation form will be sent to all groups worked with and responses collected anonymously. These will enable evaluation of success and provide the opportunity to review delivery.
- We will ensure that the groups we see include, BMER, community cohesion groups and groups from the west of the borough.

Representation Work :

- We will record the numbers of groups who are participating in the representation work.
- We will record the numbers of meetings attended
- We will record the number of reports from meetings sent out to the sector.
- We will record decisions made by statutory agencies where representation demonstrate that their participation resulted in positive outcomes for the VCS.
- As part of our membership survey we will evaluate the success of the representation work.
- We will make changes if needed as informed by the membership survey.
- We will survey and evaluate statutory partners involved and will make changes to the system.

Training & Information

- We will always check by email interest in proposed courses before finalising planned training sessions.
- We will continue to use the monitoring and evaluation forms currently in use at the end of each training session.
- We will use information we collect to refine our training delivery
- As part of our membership survey we will evaluate the success of our training and information provision.
- We will make changes if needed as informed by the membership survey.

Long-Term Evaluation

- In year 3 we will review the information collected during years 1 and 2 and will use this to inform a new Business Plan for 2011-2014.
- We will use the economic information collected from groups on funding raised to continue to lobby the local authority for an increase in the core funding (currently £15k per annum) provided to CVSH.

Section 11 Risk Analysis

As part of the business planning process CVS Hounslow have conducted a through risk assessment. This was informed by the SWOT Analysis prepared as part of the ChangeUp Plan (2005).

Description	Impact	Probability	Existing Controls	Action Required	Lead Responsibility
Loss of strategic direction	Loss of lead position on infrastructure provision in the borough	Low	<p>Staff keep up to date with publications/ training/ conferences</p> <p>Board maintains watching brief & discusses major policy issues</p> <p>Organisation maintains close links with statutory sector, other CVS, Sub-regional, regional & national VCS networks</p>	Maintain rolling business plan with strategic review every 3 years	<p>Director</p> <p>Board</p>
Loss of Major source of funding	Loss of ability to deliver services Staff redundancies	Medium	<p>Spreading sources of income across several funders.</p> <p>Although risk to individual services through fixed term funding agreements the loss of no single source should prove fatal to the organisation.</p>	Introduce full-cost recovery to budgets	<p>Finance Officer</p> <p>Director</p>

Description	Impact	Probability	Existing Controls	Action Required	Lead Responsibility
Staff leave or are off due to illness or other factors	Increase in other staff members' workload	Medium	Work targets clearly identified at annual appraisal enabling temporary transfer of duties. Early warning given to funders of possible difficulties.	New mental Health and sickness policies	Director Board
Inability to recruit or retain staff	Increase in other staff members' workload Inability to deliver targets	Low/ Medium	Regular review of recruitment & selection practices Regular review of staff development & training requirements	Introduction of exit interviews Staff informed of developments at regular staff meetings	Director Staff
Dissatisfaction of users leads to bad publicity	Services used less by some parts of the community	Low	Board discusses any issues at meeting Director instigates change to address concerns Staff report concerns to line managers	Comments & complaints procedures Pro-active response to complaints at early stage	Board

Section 12 Supporting Information

Below is a list of the Supporting Information for this Business Plan with the Appendix numbers.

ChangeUp Questionnaire Results	Appendix 1
ChangeUp Plan	Appendix 2
Training Needs Analysis	Appendix 3
CVSH Member Survey	Appendix 4
Contract and List of Duties	Appendix 5
CVSH Financial Protocols	Appendix 6
CVSH Accounts 2006-2007	Appendix 7
Equal Opportunities Policy	Appendix 8
Fundraising Strategy	Appendix 9