

‘Understanding ChangeUp’

A guide for everyone involved in the ChangeUp process

Produced by Gardiner and Saunders Consultants

Where does it come from?

The 2002 HM Treasury document ‘Cross-cutting review of the role of voluntary and community sector in service delivery’ explored how Central and Local Government could work more effectively with the voluntary and community sector (VCS) to deliver high quality services.

The review was underpinned by a recognition of the substantial contribution that the VCS makes to the delivery of high quality services, and - as set out in the Compact - the continued independence of the sector.

A brief overview of ChangeUp

There is recognition that the government and the VCS have a mutual interest in building the capacity of voluntary and community organisations. There is also recognition that the support available (usually called ‘infrastructure provision’) for these frontline organisations is often ‘patchy’.

ChangeUp is a joint Government and voluntary and community sector vision for how capacity building support and infrastructure for the VCS should develop in the next ten years. It sets out objectives to address key capacity needs of frontline organisations to improve their performance, develop their paid and unpaid workforce, make better use of ICT, improve their governance, improve their ability to recruit and develop volunteers as well as developments in the area of funding. ChangeUp emphasis is very much on collaboration across and between different tiers of infrastructure and between generic and specialist infrastructure providers.

*‘Government is committed to building the capacity of the voluntary and community sector by improving the coverage, quality and sustainability of its infrastructure’
(Home Office 2002)*

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

The Government states that the work is ‘likely to result in building on what is already working as well as identifying gaps and what needs to change’.

ChangeUp sets out to work at all levels: nationally, regionally, sub-regionally and locally. At a national level 5 ‘hubs’ of expertise are currently being created which will focus on delivering support and advice around ICT, Governance, Performance Improvement, Workforce Development and Finance. Stakeholders at a local, regional and sub-regional level will come together to agree the shape and structure of provision which best suits the needs of frontline organisations and how it should be funded.

There is an unprecedented level of investment:

- £125m in Futurebuilders
- £80m for ChangeUp to end of March 2006
- £70m for ChangeUp 2006/7/8

(for ChangeUp, 35% of resources are targeted nationally with 65% for regions and sub regions)

What is happening in Surrey?

In this county, the key initiative is the development of the Surrey Infrastructure Development Plan, which has the following aims:

- To establish joint planning and service delivery protocols between the existing generic and specialist infrastructure organisations in Surrey.
- To develop a strategic approach to planning and the delivery of infrastructure provision in Surrey, identify key areas for investment and develop sustainable funding mechanisms

Project

Gardiner and Saunders Consultants are leading the project to develop the plan for the county, undertaking the following work:

- Researching the needs of the 3,000+ frontline organisations
- Researching current infrastructure provision in the county, identifying strengths, weaknesses, gaps, etc.
- Researching the views of key stakeholders (the public sector, funders, etc.).

'It is envisaged that infrastructure at a local, sub regional and regional level should gradually coalesce into hubs of activity depending on geography, demography and the state of existing infrastructure. This may present an opportunity to achieve economies of scale, reduce duplication and drive up expertise. It seems likely that some activities will move up to a sub regional level'

NCVO

A draft plan will be developed in the summer of 2005 and circulated with a consultation period between September and December 2005.

The consultation process will then inform the development of an agreed 10-year strategic plan, to be published in March 2006.

Further information about the ChangeUp programme can be obtained from the Home Office's Website www.homeoffice.gov.uk

Glossary

Infrastructure: *'The physical facilities, structures, systems, relationships, people, knowledge and skills that exist to support and develop, co-ordinate, represent and promote front line organisations thus enabling them to deliver their missions more effectively'*

Infrastructure organisations: *'...often called 'second tier', 'intermediary' or 'umbrella organisations', provide support to frontline organisations. They are usually generic (support all frontline organisations within a particular geographical area) or specialist (supporting a particular sub-sector of the VCS or offer a particular area of expertise'*

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Strengthening the voluntary sector through effective consultancy

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