



# **Business Plan 2008/09**



**Charity Number: 517343**

**Company Number: 1985299**

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The Digbeth Trust Limited is a company limited by guarantee  
registered in England No: 1985299  
Registered charity No: 517343

Registered Office: Unit 321 The Custard Factory, Gibb Street, Birmingham B9 4AA

## Summary

During 2008/09 The Digbeth Trust will continue to support the development of an independent, effective and diverse voluntary and community sector<sup>1</sup> by offering the following services:

### **For Voluntary and Community Groups:**

- **Access to professional and technical expertise** from our register of quality-assured consultants, skilled and knowledgeable in the needs of voluntary and community groups. We help with feasibility studies, architectural studies, business plans, funding strategies and organisational reviews, through our Professional and Technical Aid Service (PTAS);
- **Access to capacity building support** from our own development workers;
- **Access to grant programmes** we manage;
- **Signposting** to other sources of funding and support.

### **For Public Sector Organisations:**

- **Capacity building and organisational development services** – provided through our staff or through our register of quality-assured consultants;
- **Grants management services** – including design, delivery, monitoring and evaluation;
- **Consultancy services** – including needs assessments, research and evaluation – with a particular expertise in community-based issues.
- **Information on sector needs** – gained through our capacity building work and grantmaking.

During 2008/09 the Trust will:

- **Continue to provide expert help to voluntary and community organisations (VCOs) in the West Midlands – particularly targeting small VCOs (including black, minority ethnic and refugee-led groups).** We will provide this through our own development staff, through access to resources and through our PTAS register of quality assured consultants.
- **Continue to manage grant programmes for public and charitable funders** – to provide access to small grants for groups – because most of the voluntary and community sector will not be able to benefit from public sector procurement/contracting – and for many groups social enterprise and trading is not an option.
- **Advocate with and for a diverse voluntary and community sector** – because we believe the sector should determine its own future and not have it determined by others.
- **Continue to invest in our own development** – to ensure we remain an effective and efficient provider of services and accountable to our membership.

Our priorities for 2008/09 will include:

- Development and delivery of our **Community Asset Transfer and Development Service**;
- Delivery of our new **Training and Development Programme** for small voluntary and community based groups;
- Re-launch of the **Professional and Technical Aid** service.

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<sup>1</sup> The Trust uses the term “voluntary and community sector” inclusively (eg to include faith based groups and social enterprises) in preference to the term Third Sector.

## **Foreword**

For more than 20 years The Digbeth Trust has been providing **specialist capacity building support to voluntary and community groups** – helping them to realise their visions for themselves and their communities.

We have helped groups to find **premises** and **funding**, to undertake **feasibility studies** for buildings and land use, to develop **new skills** to increase their effectiveness and sustainability. As the independent evaluations of our work show, we deliver on our commitment to leave the groups we work with better able to meet the challenges facing them – and less in need of our services in the future.

We have built up a particular expertise in working with **black and minority-ethnic** led organisations and small **community-based** groups. As the sector has become more diverse – with the growth of social enterprise and new legal forms – the Trust has retained its **focus on supporting small groups** to achieve their objectives on their own terms.

In recent years we have begun offering a range of services to other organisations (for example **NHS bodies** and **local authorities**) to help them to support the voluntary and community sector in new and better ways. This has included **administering grant programmes** with built-in capacity-building elements and outposting our development workers into local regeneration initiatives.

Since 1985 **we have made grants totalling more than £1.7m.**

Our Professional and Technical Aid Service (PTAS) links voluntary and community organisations with **quality-assured independent consultants** who can give them targeted support when and where they need it.

We are also playing an increasing role in **policy work** to ensure the needs of the voluntary and community sector that we tackle on a daily basis are being addressed in the policies of others at a local and regional level.

As the needs analysis in this plan shows, we believe that the next year will be a crucial time for the voluntary and community sector as it faces the opportunities and challenges of:

- Increasing expectations to “professionalise” in order to deliver more public sector services;
- A move away from grant-funding towards commissioning models;
- Changes in funding to the region from Europe and other major sources;
- Changes to the funding and configuration of capacity building services.

As a voluntary organisation ourselves we will also face these challenges and we are working to ensure we are ready.

**For 2008/09 our key objective will be to continue to support the development of a diverse, influential, effective, independent, mutually supportive and sustainable voluntary and community sector across the West Midlands. To do this we will:**

- **Continue to provide expert help to VCOs in the West Midlands – particularly targeting small VCOs (including BMER-led groups).** We will provide this through our own development staff, through access to resources and through our PTAS register of quality assured consultants.
- **Continue to provide access to small grants for groups** – because most of the voluntary and community sector will not be able to benefit from public sector procurement/contracting – and for many groups social enterprise and trading is not an option.
- **Advocate with and for a diverse voluntary and community sector** – because we believe the sector should determine its own future and not have it determined by others.
- **Continue to invest in our own development** – to ensure we remain an effective and efficient provider of services and accountable to our membership.

To help us measure how well we have achieved these objectives we have organised our activities for the coming year under 4 outcomes:

<b>Outcome 1</b>	<b>A Sustainable and Effective Sector</b>
<b>Outcome 2</b>	<b>An Influential Sector</b>
<b>Outcome 3</b>	<b>An Equal Sector</b>
<b>Outcome 4</b>	<b>A Sustainable and Effective Trust</b>

This plan sets out our programme for how we will work towards these outcomes. It is also an invitation for anyone who shares our aims to contact us to see how we can work together to better meet the needs of voluntary and community based organisations across the West Midlands.

**Eddie Currall**  
**Chair**  
**For The Digbeth Trust Board of Trustees**

**March 2008**

# **The Digbeth Trust - Business Plan 2008/09**

## **1. Background**

### **1.1 Introduction:**

The Digbeth Trust is an independent not-for-profit organisation (a charity and company limited by guarantee) which provides capacity building services to voluntary and community organisations (VCOs) across the West Midlands.

The Trust currently provides two main services:

1. development support to VCOs – including access to consultancy support for technical assistance (such as feasibility studies for buildings use and business planning)
2. administering a range of grant schemes for other funders.

In the past 12 months we have provided development support to more than 180 voluntary and community groups and administered grants programmes totalling more than £250,000. We have also worked on a range of policy initiatives to influence others to more effectively support the voluntary and community sector.

This business has at its core the Trust's mission to respond to the needs of voluntary and community organisations in Birmingham and the across the West Midlands. The plan sets out our priorities for action and describes the approaches we will use to meet our objectives.

### **1.2 Our Vision, Mission and Values - What the Trust Stands for:**

The Digbeth Trust is a membership organisation with more than 20 years experience of supporting the development of the voluntary and community sector.

#### Our mission:

The Digbeth Trust exists to support the development of a diverse, influential, effective, independent, mutually supportive and sustainable voluntary and community sector across the West Midlands. To do this we will provide high quality needs-led expert help to the sector and influence the policy and practice of others.

#### Our vision for the Trust:

A dynamic, effective organisation that is a leading provider of high quality, independent, specialist support for voluntary and community organisations across the West Midlands.

#### Our vision for the Sector:

The Digbeth Trust's vision is of a diverse, influential, effective, independent, mutually supportive and sustainable voluntary and community sector which effectively supports the many communities of the West Midlands to achieve their full potential.

## Our values

We Value:	We demonstrate this through:
Each other and those we work with	<ul style="list-style-type: none"><li>▪ Offering respect, tolerance, mutuality of purpose, support and participation.</li><li>▪ Tackling inequality and promoting social justice and inclusion.</li><li>▪ Being accessible, easy to understand and fair.</li></ul>
Enabling and promoting the self- fulfilment of communities	<ul style="list-style-type: none"><li>▪ Listening, responding, helping, resourcing, challenging and promoting the “thinking and planning” approach.</li></ul>
Quality in our work	<ul style="list-style-type: none"><li>▪ “Thinking and planning” ourselves, being transparent and accountable, reflecting our stakeholders, striving for excellence, being open and responsive to challenges, being professional and independent.</li></ul>
Our mission	<ul style="list-style-type: none"><li>▪ Consulting, reviewing and reflecting, and by recognising the unseen as well as the seen value in our work.</li></ul>

### **1.3 Our Key Assets:**

#### Our Reputation:

In our 21 years of operation the Trust has acquired a very positive reputation both for the effectiveness of our work and for our approach. In particular we have a very positive reputation:

- amongst small groups and marginalised communities
- for working with groups to really understand their specific needs
- for developing tailored support and for doing what we promise.

#### Our Membership:

We are a membership organisation that is of, as well as for, the voluntary sector. We have more than 100 individuals and organisations in membership – with over two thirds being small voluntary and community groups. Our members ensure the Trust is delivering its mission and act as a source of expertise, intelligence and support to help us to do so.

#### Our People:

The Trust is led by a Board of Trustees and we aim to ensure that its membership reflects the Trust’s key stakeholders. Whilst stakeholder representation is vital, so is effective governance and strategic leadership. As part of our commitment to continual improvement, the Board undertakes skills audits and reviews to ensure that effective governance is practiced. In 2007 we implemented a development plan to ensure we were compliant with the national Code of Governance for the voluntary sector.

We have a small core staff team of the Chief Executive, Operations Manager, Administration and Support Officer, Development Worker and Finance Officer. This team has a wide range of skills and knowledge gained from previous work in the voluntary and community sector as well as in public sector organisations.

This core staff team is further enhanced by the sub-contracting of experienced consultants to lead on specific projects, reporting to the Chief Executive. This allows for maximum flexibility by recruiting resources only when and where they are required.

Volunteers provide administrative support to the staff team and receive a tailored personal development programme, following the guidance issued by Volunteering England.

The Trust ensures that it adheres to best practice in all human resources policies and procedures. In 2007 we completely reviewed our Staff Handbook containing all of the Trust's key policies and procedures.

#### Our Knowledge and Experience:

Supplementing the wealth of knowledge, skills and experience of our staff, the Trust currently has three key databases:

- **VCO Database:** an electronic database of nearly 2000 VCOs across the West Midlands. This is used to ensure that information about our services and grant programmes is disseminated widely.
- **Consultants Database:** an electronic database of quality-assured consultants across the West Midlands (72 consultants as at February 2008). This is used to ensure that we can:
  - link VCOs and other organisations with high quality specialist consultant support;
  - access this externalised labour force for our own purposes on a flexible basis.
- **Funders and Support Organisations Database:** an electronic database used by the Trust to enable effective onward referral to local, regional and national organisations.

The Trust also has a library of resources produced during 21 years of supporting the voluntary and community sector.

#### **1.4 Our Partners:**

The Trust is committed to developing flexible services that meet the changing needs of the VCOs in our region, while at the same time ensuring that our work fits with developing national, regional and local policies. One of our key objectives is to capture knowledge of the environment in which VCOs operate in order to influence policy for the benefit of our members and of VCOs in general. To this end we work in partnership with other key organisations in and beyond the sector.

The Trust is a member of the Birmingham ChangeUp Consortium Steering Group and works with other capacity building and funding organisations such as West Midlands European Network, Birmingham Voluntary Service Council, B.STRONG and Birmingham New Communities Network.

The Trust is also a member of Regional Action West Midlands, Birmingham and Solihull Social Enterprise Consortium, the Association of Charitable Foundations, the Birmingham Voluntary Sector Chief Executives' Forum and the West Midlands Charitable Trusts Group. One of our key aims over the next three years is to maintain and develop these and other targeted linkages and partnerships. The Trust is also an active member of the West Midlands Voluntary and Community Sector Infrastructure Partnership (Destination West Midlands) which the Trust chaired during 2007/08.

## 2. Our Services:

The Digbeth Trust is a development support organisation offering services to **voluntary and community organisations, public bodies (eg health service organisations and local authorities) and statutory and charitable funders.**

For VCOs – our main stakeholders - the Trust currently offers a package of support services to help them to develop their organisation and / or activities - providing step by step practical, hands-on support tailor-made for each group. We currently offer two main services:

**Development support** to help groups through the process of refining their vision and determining the steps needed to achieve that vision. We provide this through:

- **access to professional and technical expertise from our register of quality assured consultants** who are skilled and knowledgeable in the needs of voluntary and community groups. We specialise in helping groups with feasibility studies (eg for buildings and land use), architectural studies, business planning, funding strategies and organisational reviews. This service is called **PTAS (Professional and Technical Aid Service)**;
- **Signposting** to other sources of funds and support.

**Access to funding** from grant programmes that we administer for a range of public and charitable funders. We currently administer:

- 2 health-related small grant programmes for the Heart of Birmingham Teaching Primary Care Trust;
- a consultancy programme linked to the Enterprising Communities area of East Birmingham;
- 2 small grant programmes for Birmingham ChangeUp Consortium;
- An innovative community safety grant programme for Birmingham Community Safety Partnership;
- The William Dudley Trust – an independent grantmaking trust with its own Board of Trustees.

We work with groups across the West Midlands and we currently prioritise work with small, new and developing organisations that could not otherwise afford to access professional services.

We aim to deliver real outcomes for the groups and partners we work with. Our approach is to:

- tailor our support to the **specific needs** of individual groups;
- work with groups to **transfer skills** to build their capacity;
- focus on **sustainable development** – so that groups and projects develop realistically;
- **facilitate links between groups** and the wider policy and funding environment in which they are working.

The table below illustrates the range of activities we currently offer to our different constituencies:

<i><b>If You Are:</b></i>	<i><b>We Can:</b></i>
<p><b>A funder seeking to:</b></p> <ul style="list-style-type: none"> <li>• target your resources at specific communities or areas in the West Midlands;</li> <li>• increase the quality of the bids that you receive;</li> <li>• link your funding to community development support;</li> <li>• reduce transaction costs by linking your funds with other grant schemes;</li> <li>• access quality assured consultants for specific pieces of work.</li> </ul>	<ul style="list-style-type: none"> <li>• manage your grant programmes cost efficiently and effectively;</li> <li>• (re)design your programme to ensure it complies with best practice in community development and funding;</li> <li>• link your programme with our development work and the other grant schemes we manage;</li> <li>• distribute your tender documents to our database of quality assured consultants;</li> <li>• provide you with an analysis of demand and unmet needs in your area.</li> </ul>
<p><b>A voluntary or community group:</b></p> <ul style="list-style-type: none"> <li>• seeking help to develop your organisation;</li> <li>• needing specialist support to develop your ideas for a specific project;</li> <li>• needing funding to put your ideas into action.</li> </ul>	<ul style="list-style-type: none"> <li>• provide an initial assessment of your needs;</li> <li>• put you in touch with the most appropriate source of local support;</li> <li>• help you develop consultancy specifications to meet particular needs;</li> <li>• help you find a quality assured consultant;</li> <li>• help you draft bids to the grants schemes we manage.</li> </ul>
<p><b>An infrastructure support or capacity building organisation:</b></p> <ul style="list-style-type: none"> <li>• looking to develop partnerships with others;</li> <li>• interested in pooling information about community needs.</li> </ul>	<ul style="list-style-type: none"> <li>• help you draft bids to the grants schemes we manage. work with you to develop and implement new ideas;</li> <li>• offer time and expertise for strategic development and policy work which is focussed on delivering tangible benefits for the West Midlands voluntary and community sector.</li> </ul>

### **3. The Difference We Make:**

The Trust is committed to critical review of our activities and operations. We regularly commission independent evaluations of our activities. The last global review of our work was published in 2004<sup>2</sup> (with earlier reviews conducted in 1992, 1996 and 1999). The next global review will take place in 2008 covering the period 2004-2007.

We also regularly commission independent evaluations of our main programmes. For example our Grants for Regeneration and Health Programme was independently reviewed in late 2006 and our Neighbourhood Performance Reward Grant programme was independently evaluated in 2008. They show that the Trust is:

- **effective at reaching marginalised communities and groups;**
- **an effective administrator of grant funds** – delivering positive outcomes for VCOs, individuals, communities and funders;
- **an important source of data** on capacity building needs of VCOs – particularly new, small and BMER-led groups;
- **effective at helping groups to build their own capacity** – thereby having a lasting impact on the efficiency, effectiveness and sustainability of the groups we work with;
- **effective at highlighting policy and development** issues for other organisations – particularly public bodies;
- **effective at helping to lever-in additional financial and non-financial resources** to the sector;
- **self-critical and effective at learning** from our own experiences.

### **4. Assessing Future Needs:**

In order to ensure that we remain focused on meeting the current and future needs of VCOs, and do not duplicate existing capacity building provision, we:

- reviewed key data on the size and profile of the voluntary and community sector across the West Midlands;
- reviewed the analysis of sector support needs contained in the local ChangeUp Investment Plans from across the Region and other key documents;
- undertook an analysis of the social, technological, economic, environmental, political and legal issues affecting us and the sector;
- analysed our own strengths and weaknesses;
- analysed the data we hold on the needs of the sector – gained through our work with more than 300 organisations in the past 12 months.

The result of this analysis has informed the development of our strategic aims for the next 3 years and our objectives for 2008/09.

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<sup>2</sup> A Review of the Digbeth Trust's Activities 2001-04: Final Report, Third Sector Services, November 2004

## **5. Our Strategic Aims for 2007-2010 and Priorities for 2008/09:**

In 2007 the Trust undertook a strategic planning exercise for 2007-2010 with support from the Charities Aid Foundation. The resulting strategic plan was adopted by the Board and published in March 2007.

In February 2008 the Trust undertook a business planning exercise which built on the existing strategic aims and identified the key outcomes that the Trust is seeking to achieve.

In the coming year the Trust will:

- **Continue to provide expert help to VCOs in the West Midlands – particularly targeting small VCOs (including BMER-led groups).** We will provide this through our own development staff, through access to resources and through our PTAS register of quality assured consultants.
- **Continue to provide access to small grants for groups** – because most of the voluntary and community sector will not be able to benefit from public sector procurement/contracting – and for many groups social enterprise and trading is not an option.
- **Advocate with and for a diverse voluntary and community sector** – because we believe the sector should determine its own future and not have it determined by others.
- **Continue to invest in our own development** – to ensure we remain an effective and efficient provider of services and accountable to our membership.

To help us measure how well we have achieved these objectives we have organised our activities for the coming year under 4 outcomes:

<b>Outcome 1</b>	<b>A Sustainable and Effective Sector</b>
<b>Outcome 2</b>	<b>An Influential Sector</b>
<b>Outcome 3</b>	<b>An Equal Sector</b>
<b>Outcome 4</b>	<b>A Sustainable and Effective Trust</b>

The table below sets out the key objectives and activities that the Trust will undertake to deliver these objectives and outcomes during 2008/09.

**Outcome 1 – A Sustainable and Effective Sector:**

**To enable voluntary and community organisations to have strong governance and management, and access to appropriate resources, so they can provide inclusive services to meet the needs of the communities they represent.**

**Objectives:**

- 1.1 Provide VCOs with relevant information and advice so that they can provide a better service to their community.
- 1.2 Help VCOs to obtain improved sustainable funding streams so that they can provide stable services to their community.
- 1.3 Provide VCOs with access to high quality and diverse learning and support opportunities, related to their priority concerns, so that they can use a wider range of skills when serving their community.
- 1.4 Provide VCOs with access to specialist skills and support through the Trust's Professional and Technical Aid Service so that they are able to draw on a wider range of skills as and when they need them.
- 1.5 Promote joint working and collaboration by VCOs so that resources are not wasted on unnecessary competition.
- 1.6 Support VCOs to become more diverse themselves and develop a diverse and inclusive local VCS so that discrimination and inequality is challenged.
- 1.7 Support the development of high quality performance and coordination by Local Infrastructure Organisations (LIOs) so that services to the local VCS and other stakeholders, including funders, are improved.

	<b>Priority Activities for 2008/09</b>	<b>Lead</b>	<b>Timeframe</b>
<b>1.a</b>	Re-launch the PTAS service and develop the DT Associates group of consultants	Chief Executive and Lead Trustee	Re-launch PTAS by 1/4/08. New DT Associates group established by 1/6/08.
<b>1.b</b>	Deliver the Community Assets Develop Service and Treasure Hunt	Chief Executive and Development Worker	CADS Service established by 1/6/08. Treasure Hunt formally launched by 1/6/08.
<b>1.c</b>	Deliver the Trust's new Training Programme targeted at small VCOs in underserved areas	Development Worker and Finance Officer	Programme finalised by 15/4/08 and promoted by

	<b>Priority Activities for 2008/09</b>	<b>Lead</b>	<b>Timeframe</b>
			1/5/08. Programme delivered throughout 2008/09.
<b>1.d</b>	Re-design the format and review the content of the DT website and produce and disseminate 3 new resources on issues relevant to the sector	Admin & Support Officer plus expert support commissioned as necessary	Reformat of website completed by 30/6/08. New resource produced in May 08, September 08 and January 09.
<b>1.e</b>	Deliver the small grants programmes for WDT and HOBtPCT and seek new grant programmes to manage on behalf of public and charitable funders	Admin & Support Officer and Operations Manager	Ongoing.
<b>1.f</b>	Develop and deliver bespoke capacity building programmes on a responsive and proactive basis	Chief Executive and Development Worker	Ongoing.
<b>1.g</b>	Play a leading role in key networks of infrastructure organisations including Birmingham ChangeUp Consortium and West Midlands VCS Infrastructure Consortium	Chief Executive	Ongoing.

**Key Performance Indicators:**

- a. The number of grant applicants who express satisfaction with the Trust's grants administration.

**Evidence: Annual survey of grant applicants and funders.**

- b. The number of participants on the Trust's training programme and capacity building programmes who report an increase in skills/knowledge/confidence.

**Evidence: User satisfaction and impact surveys.**

- c. The number of users of the PTAS service who report satisfaction with the service and the outcome of the support provided.

**Evidence: User satisfaction and impact surveys.**

## **Outcome 2 – An Influential Sector:**

**To enable communities, supported by effective voluntary and community organisations, to be more active, engaged, strong and connected and more able to identify and address their own needs.**

### **Objectives:**

- 2.1 The Trust exerts a strong influence on public bodies and other stakeholders on behalf of our members and the organisations we work with.
- 2.2 VCOs have the knowledge and skills to participate in local partnerships to inform policy making and resource allocation.
- 2.3 VCOs have the knowledge and skills to participate in the commissioning and delivery of local public services.
- 2.4 The Trust continues to cooperate with other infrastructure organisations in order to inform policy and practice.

	<b>Priority Activities for 2008/09</b>	<b>Lead</b>	<b>Timeframe</b>
<b>2.a</b>	Deliver the Trust's new Training Programme targeted at small VCOs in underserved areas	Development Worker and Finance Officer	Programme finalised by 15/4/08 and promoted by 1/5/08. Programme delivered throughout 2008/09.
<b>2.b</b>	Re-design the format and review the content of the DT website and produce and disseminate 3 new resources on issues relevant to the sector	Admin & Support Officer plus expert support commissioned as necessary	Reformat of website completed by 30/6/08. New resource produced in May 08, September 08 and January 09.
<b>2.c</b>	Play a leading role in key networks of infrastructure organisations including Birmingham ChangeUp Consortium and West Midlands VCS Infrastructure Consortium	Chief Executive	Ongoing.
<b>2.d</b>	Engage directly with policy debates which have a direct impact on our membership and main service users (small VCOs) – actively consulting with and involving those groups through our newsletter and website	Chief Executive and Trustees	Ongoing. Newsletter issued bi-monthly. Website updated monthly

	<b>Priority Activities for 2008/09</b>	<b>Lead</b>	<b>Timeframe</b>
			(minimum) or as required.

**Key Performance Indicators:**

- a. The number of members and users who report that the Trust has equipped them to influence local public authorities on behalf of their community.

**Evidence:** from responses to a question in the annual member/user survey which asks if the Trust helps members to be more influential in this area.

### **Outcome 3 – An Equal Sector:**

**To enable public sector policies and practice at all levels to more accurately reflect the needs of local communities as a result of influence exerted through the voice of local voluntary and community organisations.**

#### **Objectives:**

- 3.1 Enable VCOs to support communities of place or identity which face discrimination or disadvantage so that inclusion and community cohesion are promoted.
- 3.2 Help local community groups to access the resources they need to implement regeneration and renewal so that the local VCS can maximize its contribution to tackling social exclusion.

	<b>Priority Activities for 2008/09</b>	<b>Lead</b>	<b>Timeframe</b>
<b>3.a</b>	Deliver the Trust's new Training Programme targeted at small VCOs in underserved areas	Development Worker and Finance Officer	Programme finalised by 15/4/08 and promoted by 1/5/08.  Programme delivered throughout 2008/09.
<b>3.b</b>	Re-design the format and review the content of the DT website and produce and disseminate 3 new resources on issues relevant to the sector	Admin & Support Officer plus expert support commissioned as necessary	Reformat of website completed by 30/6/08.  New resource produced in May 08, September 08 and January 09.
<b>3.c</b>	Play a leading role in key networks of infrastructure organisations including Birmingham ChangeUp Consortium and West Midlands VCS Infrastructure Consortium	Chief Executive	Ongoing.
<b>3.d</b>	Support excluded communities and groups to access resources – including providing accountable body functions as required (Birmingham New Communities Network).	Chief Executive	BNCN accountable body function to be reviewed in June 08.

**Key Performance Indicator:**

- a. The number of VCOs and LIOs which affirm that the Trust has helped them to deliver services to local groups representing excluded and marginalised communities.

**Evidence:** From responses to question(s) in the annual member/user survey which ask if and how the Trust makes a difference.

#### **Outcome 4 – A Sustainable and Effective Trust:**

**To ensure that the Trust has the resources it needs to achieve its outcomes and is able to demonstrate the positive impact it is having on the sector.**

#### **Objectives:**

- 4.1 Ensure that the Trust's resources are properly managed.
- 4.2 Sustain a skilled, motivated and high performing workforce including Trustees, staff and volunteers so that the human resource potential needed to achieve our outcomes is maximised.
- 4.3 Achieve a diverse range of incomes with a growing percentage of earned income so that the Trust's sustainability and independence are maximised.
- 4.4 Develop ICT systems so that the organisation is fully e-enabled to deliver effective services.
- 4.5 Increase the membership of the Trust so that our representative function is enhanced.
- 4.6 Evaluate our work, learn from success and failure and celebrate success so that organisational learning is maximised and achievement recognised.

	<b>Priority Activities for 2008/09</b>	<b>Lead</b>	<b>Timeframe</b>
<b>4.a</b>	Implement Social Accounting in 2008/09 – incorporating comprehensive stakeholder feedback	Chief Executive and Finance Officer	Implement from 1/4/08 with audit in first quarter of 2009/10.
<b>4.b</b>	Implement the new membership process and services from 1/4/08 and increase total membership and the proportion of VCO members from two thirds to at least three quarters	Chief Executive and Lead Trustee	Review progress at September 08 Board meeting and AGM (Nov 08). Review results in first quarter of 2009/10.
<b>4.c</b>	Commission an independent external evaluation of the Trust's activities from 2004-2007	Chief Executive	To be completed by 1/6/08 and results published by 30/6/08.
<b>4.d</b>	Ensure that the Trust is independently assessed as compliant with PQASSO Level 3 in all areas by the end of the year	Chief Executive and Lead Trustee	To be completed by 31/3/09.
<b>4.e</b>	Implement a revised training and development programme for	Chief Executive and	Programme to begin by 1/5/08.

	<b>Priority Activities for 2008/09</b>	<b>Lead</b>	<b>Timeframe</b>
	staff, volunteers and trustees	Development Worker	
<b>4.f</b>	Implement the Income Generation Strategy	Income Generation Sub-Group	To begin on 1/4/08 with report to May Board of Trustees.
<b>4.g</b>	Undertake an ICT audit of the Trust	Admin & Support Officer plus expert support commissioned as necessary	By 1/8/08.

**Key Performance Indicators:**

a. Social Audit report is unqualified and PQASSO Quality Mark Level 2 achieved.

**Evidence: Audited Social Accounts and PQASSO Quality Mark awarded.**

b. By May 2008 the Trust will have a financial strategy, incorporating an income generation plan, so that by the end of 2008/09 reserves meet the Trust's policy level.

**Evidence:**

- plan is produced on time and signed off at the May Board meeting.
- reserves level at 31.3.08.
- reserves level at 31.3.09.

## **6. Quality, Equality and Review:**

This Plan aims to ensure that the Trust's performance is measured using the most effective indicators. To this end, we will continue to develop measures for the outcomes of our work rather than just the outputs.

The Trust currently uses the **PQASSO** quality assurance model – where we hold at least Level 1 in all areas. We will be adopting a **social accounting** component into the evaluation of our work for the first time during 2008/09 with a view to being audited by an independent social auditor.

Our development staff are trained to use the **Skills and Knowledge for Local Development (SKILD) framework**, which is the best practice framework for capacity building work with community based groups.

We are committed to tackling inequality and promoting diversity. We already monitor our services and our internal processes to assess our accessibility and we take steps to target our activities to tackle inequities.

During 2008 we will evaluate the **Diversity Excellence** model with a view to adopting it or a similar standard.

We plan to commission another **independent evaluation** of our work during 2008, covering the period 2004-2008. This evaluation will be a public document.

## **7. Resourcing the Plan:**

We have developed an income generation strategy which sets out how we will secure the resources to deliver this plan.

The overall funding aims for the Trust for 2008/09 are:

- To generate free reserves to fulfil our reserves policy;
- For departments and projects to be fully cost-covering wherever this is achievable, allowing unrestricted income to be utilised for development, for meeting unavoidable project deficits and for managing risks, as agreed by the Board;
- To improve cash-flow wherever this is possible;
- To develop a fees and charging policy for all our services;
- To be enterprising in seeking opportunities for income generation.

Some areas of uncertainty remain for 2008/09, particularly:

- any continuation of direct funding from Capacitybuilders;
- cost pressures within PCTs across the region;
- the impact of new Local Area Agreement arrangements from 1/4/08 onwards.

We have made progress in adopting the Full-Cost Recovery practices as laid out in the recent Government-backed ACEVO report and it is our aim to continue moving towards implementing this in co-operation with our funders.

Budget Forecasts 2008-2010

	<b>2008/2009 Forecast</b>	<b>2009/2010 Indicative</b>	
<b>RESOURCES</b>			
Grants received	135,000	165,000	
Administration fees	67,200	70,000	
Sales and sponsorship	12,235	15,000	
Bank interest	4,000	4,250	
Donations	250	350	
<b><u>Total receipts</u></b>	<b><u>218,685</u></b>	<b><u>254,600</u></b>	
<b>RESOURCES USED</b>			
Staff salaries, NI and pension	119,233	138,693	Note 1
Office costs	15,615	20,000	
Running costs	12,595	15,000	
Capacity Building Services	54,517	60,000	
Governance	5,485	5,650	
<b><u>Total payments</u></b>	<b><u>207,445</u></b>	<b><u>239,343</u></b>	
Surplus/(Deficit)	11,240	15,258	
<b>GRANT FUNDS ADMINISTERED</b>	<b><u>269,900</u></b>	<b><u>275,000</u></b>	
<b>TOTAL TURNOVER</b>	<b><u>488,585</u></b>	<b><u>529,600</u></b>	

Note 1: Planned increase in staff by 0.5 fte development worker from 1/4/09

**The Digbeth Trust**  
**March 2008**

the  
**Digbeth**  
TRUST



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Community Ideas  
Into Community Action**

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