

Improving Local Support for Voluntary and Community Organisations Strategy 2008-2013



Assisted by
*Basingstoke
and Deane*



Basingstoke
Voluntary
Services

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Glossary

Acronyms

BCSC	Basingstoke Community Support Consortium
BDBC	Basingstoke and Deane Borough Council
BME	Black Minority Ethnic
BVS	Basingstoke Voluntary Services
CAH	Community Action Hampshire
HCC	Hampshire County Council
HR	Human Resources
HVSC	Hampshire Voluntary Sector Consortium
ICT	Information and Communication Technology
LAA	Local Area Agreement
LSP	Local Strategic Partnership
VCO	Voluntary and Community Organisations
VCS	Voluntary and Community Sector
VDA	Volunteer Development Agency
VSF	Voluntary Sector Forum

Key Terms

Beneficiaries - people who use the services and activities provided by voluntary and community groups.

Support services (infrastructure services) the training, buildings, people, resources, information, advice, development and assistance, which is necessary to support VCO in the delivery of their activities/services. This infrastructure can be provided by the VCS itself, or by statutory and private sector bodies.

Support Services providers (infrastructure organisations) - organisations that deliver support services to voluntary and community organisations

Quality - is about excellence in the way that an organisation is run, in service delivery and in achieving the very best results.

Social Enterprises - businesses with a social purpose, working to deliver lasting social and environmental change. They are diverse and may include local community enterprises, social firms, mutual organisations (such as co-operatives) and large-scale organisations operating nationally or internationally. (Source: Social Enterprise Coalition)

Sustainability - defined as the ability of a voluntary organisation to continue by:

- (i) security of funding
- (ii) recruiting volunteers and
- (iii) properly managing itself.

Users – the frontline voluntary and community groups that use the support services.

Outcomes - the changes, benefits, learning or other effects that happen as a result of our work.

ChangeUp – a capacity building programme for VCS support services. It aims to improve sustainability, quality and reach.

Merlin – Merlin is a database held by Basingstoke Voluntary Services containing contact details and further information on a number of voluntary organisations within Basingstoke and Deane.

Improving Local Support for Voluntary and Community Organisations Strategy 2008-2013

Basingstoke Community Support Consortium (BCSC)

EXECUTIVE SUMMARY

BCSC is a group of voluntary and Community organisations (VCO), statutory agencies and social housing providers, coordinated by BVS. It aims to improve the support services provided to VCO, to help them deliver their services within Basingstoke and Deane.

The profile of voluntary community sector (VCS) support services has been raised nationally through the government's ChangeUp agenda. BCSC has developed this strategy locally through consultation, to deliver the best services with maximum effect and efficiency based on identified need.

VISION

A strong, vibrant, creative, and diverse support network that meets the needs of Basingstoke and Deane's VCS and helps support its efficiency and effectiveness.

AIM, OBJECTIVES AND PRIORITIES

BCSC aims to co-ordinate more effectively the activities of a group of organisations, delivering support services to the VCS, to improve support for the VCS in the future.

Following extensive consultation with VCO (see Appendix 1A), BCSC has identified and agreed seven outcomes required to meet our local vision, together with priorities for action to achieve these outcomes:

- High profile quality support services, embedded within the sector and meeting VCS needs
- The local VCS fit for purpose and resourced
- Partnerships inclusive of VCS
- The Compact understood and implemented by all partners;
- A strong VCS network that facilitates communication;
- Unmet community needs identified and supported
- A high profile VCS embedded within communities, and linked into other local service providers.

Each outcome has a number of identified actions to be delivered by BCSC over the next 5 years.

FUNDING

To date BDBC has provided £46,000 to support activities to implement the strategy and will make a further £5,000 available in 2009/10. BDBC may provide additional support in the future.

Current expenditure:

Current allocated expenditure:

- Provision of Human Resource (HR) Advisor
- Fundraising Made Easy
 - Online searchable Funding Database – www.open4community.info/basingstoke
 - Training programme covering key fundraising practice
 - Information/ advice drop-in clinics with a fundraising consultant
 - Funding Advice Service
 - Regular Newsletter on Funding
- Employee Volunteering Network

The Consortium has £12,564 additional funds allocated to the development of activities identified within the action plan. Please see action plan for planned activity development timescale and allocated activity budget

The way forward

We will present this final strategy to the forums that have a direct interest in its implementation. We will circulate it to wider partnerships and key organisations for reference.

Actions have been identified and the action plan has been prioritised in light of the findings from the consultation . It is now the task of BCSC to implement this action plan and report annually on the activities developed against identified priorities.

Please see action plan (appendix 1B) for more information.

Improving Local Support for Voluntary and Community Organisations Strategy 2008-2013

Basingstoke Community Support Consortium (BCSC)

What is the *Improving Local Support for Voluntary and Community Organisations Strategy*?

This strategy marks the end of a consultation phase that began in 2006. The consultation was to find out what VCO wanted in terms of support services and facilities to help them deliver services efficiently and effectively to their local users in Basingstoke and Deane.

These support services and facilities are defined as all the:

- information
- advice
- assistance
- development support
- equipment
- people
- networks
- forums and
- venues

The strategy also outlines the first steps in developing these support services and facilities to deliver a stronger more sustainable VCS in Basingstoke and Deane.

The Vision

A strong, vibrant, creative, and diverse support network that meets the needs of Basingstoke and Deane's VCS and helps support its efficiency and effectiveness.

What period will the strategy cover?

The strategy will cover the period from April 2009? to 2013. It will be reviewed annually in order to respond to VCO needs or any significant environmental changes.

Background

Why have we developed this strategy?

In 2002, as part of a central government move towards a greater role for the voluntary sector, the Treasury published a *Cross-Cutting Review*¹. The review made a number of recommendations to strengthen support to the voluntary sector. Underlying this review was an emphasis on value for money and the importance of increasing the voluntary sector's capacity to develop its ability to deliver public services. However, it is important to realise that this focus has changed. ChangeUp³ now covers the whole range of VCO, not just those who deliver public services.

¹ HM Treasury. (2002) *The Role of the Voluntary and Community Sector in Service Delivery, a cross cutting review.*

³ Home Office (2004) *ChangeUp. Capacity Building and Infrastructure Framework for the Voluntary and Community Sector.* London, Home Office Communications Directorate.

In 2004, the government's vision for the VCS was described in ChangeUp. The government's argument was that the current VCS infrastructure⁴ (support services) supporting frontline organisations:

"has strengths that need building on but also key weaknesses that need addressing if it is to provide the support that frontline organisations need." (2004, p12)

The long-term aim is that by 2014 the needs of frontline⁵ VCO would be met by support that is:

- available nationwide
- structured for maximum efficiency
- offering excellent provision
- accessible to all.

What does this mean locally?

The HVSC, made up of a group of organisations, was established due to the ChangeUp agenda. It is responsible for improving the range and quality of services available to community groups, associations and charities, delivered by support service providers. District-based councils for Voluntary Services (BVS, Community Action Hampshire and more specialist organisations are examples of these. The HVSC has developed a programme of support to Hampshire based VCO.

In Basingstoke and Deane the local support service providers, forums and VCS decided that a local strategy was appropriate to ensure improvements in support services. This would meet local priorities as well as more general Hampshire ones. A BCSC was established and a series of consultations followed to determine the needs of local VCO.

It is important to recognise that we have developed this strategy because it will add value to the services already provided in the borough. There is no statutory requirement to develop a strategy at this level. Its success will depend on the group continuing to see the value it adds, and engaging in the process.

Our starting point - the voluntary and community sector in Basingstoke communities

Basingstoke and Deane – A Profile of the Borough 2007 Summary can be seen in appendix 2a. This gives a summary of Basingstoke and Deane's communities in 2007/08.

The summary of BVS' *State of the Sector Report* (appendix 2b) details the VCS organisations operating in Basingstoke and Deane in 2007/08.

The VCS in Basingstoke and Deane

The VCS in Basingstoke and Deane reflects a diverse, dynamic and complex community. Organisations operate in both urban and rural localities, cover a range of social economic communities, have populations from several cultures and work within a two-tier local authority. There are huge differences amongst groups, ranging from the very smallest of

⁴ Organisations whose primary purpose is providing support to the frontline voluntary and community groups, for example Councils for Voluntary Services (CVS).

⁵ Frontline being defined as voluntary and community organisations and groups that work directly with individuals and communities in order to provide services, offer support and campaign for change.

village social gatherings operating on limited finances to much larger county wide organisations with vast resources and robust finances. The VCS in Basingstoke and Deane covers many groups, including those that deal with the environment, sport, childcare, faith groups, disability, animal rescue, arts and crafts and education. The BVS website www.voluntaryservices.com provides up to date information.

The local support services sector

There are several organisations, forums and partnerships that offer support to VCO.

- At the most local level, village halls, local community associations and parish councils support the small scale local community groups that hire their facilities.
- BVS, BDBC and Community Action Hampshire provide generic infrastructure support⁹ in both rural and urban areas.
- The Basingstoke Volunteer Centre, the Involved Youth Volunteering team for North Hampshire and the Employees in the Community Network for Basingstoke and Deane promote volunteering and broker placements.
- Community Action Hampshire provides county-wide support and representation.
- A Faith and Culture Forum in Hampshire provides additional support for faith groups. BVS and the Community Development Officer (BME) at BDBC provides support to black and minority ethnic groups. There is no specialist organisation in Hampshire or Basingstoke for minority community groups to access specialist support.
- There are several forums and partnerships that coordinate VCS activity and ensure their views are fed into strategic partnerships. These forums include a Voluntary Sector Forum, a Village Halls and Community Associations Forum, a Sports and Physical Activity Alliance, a Cultural Forum, a Disability Forum, a Multicultural Forum (formerly Diversity Forum), a Carers Forum, a Children's and Families' Forum and the Over 55s Forum.

The consultation and outcomes needed for success

From 2006, we undertook consultation, research and development with VCO in Basingstoke and Deane and Hampshire, as the first stages of developing this strategy. We conducted focus groups with frontline VCO, delivered a questionnaire asking for key support requirements and tracked support within our *Merlin Good Practice Review* process with VCO. The VCS priorities, issues and solutions are noted in appendix 1A.

In 2008 we issued the draft strategy and Action plan for consultation with the wider VCS. This strategy has been amended in light of the consultation findings and the action plan prioritised in accordance with the priorities listed by the organisations taking part in the strategy. Please see appendix 1B for draft strategy consultation findings

Following extensive consultation with VCO, we have identified and agreed the outcomes required to meet our local vision. These are listed below.

- High profile quality support services, embedded within the sector and meeting VCS needs.
- The local VCS fit for purpose and resourced.

⁹ Generic support is defined as general support, development, representation and promotion available to all VCOs

- Partnerships inclusive of VCS.
- The Compact understood and implemented by all partners.
- A strong VCS network that facilitates communication.
- Unmet community needs identified and supported.
- A high profile VCS embedded within communities, and linked into other local service providers.

Below details targets that have been developed against the above identified outcomes. These priorities have been identified through consultation with the wider VCO and come out of the original action plan detailed in appendix 1B. BCSC will prioritise these targets over the next 4 years and develop actions against agreed targets with timelines and lead delivers. These will be reported yearly to the voluntary sector forum and the steering group.

Table – Targets for 2009 -2013

Red background – Highest priority

Strategic Objectives and Outcomes	Target
1.2 Secure voluntary infrastructure services with long-term funding based on full cost recovery	1.2.1 Ensuring base level of core support services that covers the whole of Basingstoke and Deane
1.3 Fully accessible support services	1.3.2 Co-ordinate support services to have key leads in specialist areas and create one website portal of all services available to VCO 1.3.3 Ensure that all services currently provided, and developed in future, are accessible and known in all communities
1.4 Infrastructure service providers trained to common standards and using common tools	1.4.2 Ensure that staff supporting VCO in areas of specific interest (BME, Youth and Children, Social Enterprise) have appropriate qualifications/knowledge to meet the support requirements of those VCO
1.7 Support for trustees	1.7.1 Investigate the potential take up of a local trustees support network (for mutual support and to receive presentations)
2.1 Individual support for VCO	2.1.1 Ensure appropriate sector development workers are in post to support the needs of VCO
2.2 A standardised system for collection of information from member organisations	2.2.1 Develop and promote standard database and member forms for infrastructure organisations to collect information from frontline VCO
2.3 Organisations with access to the volunteers they require to run their	2.3.3 Expand and promote Volunteer Centre

Strategic Objectives and Outcomes	Target
organisation	
2.4 VCO have access to advice, information and support on how to access funding and track successes	<p>2.4.1 Purchase and set up assessable funding information/databases that can be accessed by all VCO</p> <p>2.4.2 Provide training on fundraising</p> <p>2.4.3 Develop a one-to-one support clinic for VCO to discuss their fundraising requirements with a qualified fundraiser and be given informed advice and guidance on how to progress their organisations fundraising</p>
3.1 VCS representation on all key local partnerships	3.1.1 Provide guidance for all VCS representatives on partnerships, their role and link to VCS
3.2 Improved understanding of key local partnerships	3.2.1 Develop and promote a mapping of local partnerships
4.1 Partners aware of and adhering to the compact principles	<p>4.1.1 With the LSP, sign partners up to Compact principles</p> <p>4.1.2 Develop a complete mediation/complaints procedure</p>
4.3 A high profile for the compact in the VCS	4.3.1 Develop publicity with successful case studies
5.1 Forums representing the views of VCO which are representative and linked into local initiatives, partnerships and organisations	5.1.1 To develop the BCSC to be a forum which has representatives of all existing VCS forums included and develop the forum to be the portal for VCS engagement
5.2 Forum representatives know their roles and communicate between the forums	<p>5.2.1 Develop appropriate training for representative</p> <p>5.2.2 Broker standard feedback through VSF</p>
5.3 Coordination of joint responses to consultations	5.3.1 Development of BVS website to help facilitate better joint responses to sector wide consultations
6.1 Organisations mapping where no community group is supporting a community need/issues	<p>6.1.1 Identify gaps in VCO service delivery</p> <p>6.1.2 Assess how to develop the delivery of missing services</p>
6.2 Targeted development work in geographic areas where support is required	6.2.1 Continue to have at least one targeted area under development

Strategic Objectives and Outcomes	Target
6.3 Targeted support to communities where no community group represents them	6.3.1 Develop work with minority communities to help them set up community groups to champion issues
7.1 A high profile Merlin	7.1.1 Increase the number of organisations registered on Merlin and using the online Merlin 7.1.2 Promote the website to partners so that they know where and how to access VCO
7.3 A high profile with newspapers and key magazines	7.3.2 Develop a page in BDBC magazine dedicated to promoting VCS activity
7.7 Centralised events calendar	7.6.1 Review all organisations event calendars to see if they can be combined

Key barriers to our success

The barriers to VCO success are listed below.

- Short-term funding on project basis.
- A continued decrease in funding for core activities.
- Lack of marketing knowledge in order to raise the organisation’s profile within the community.
- Lack of volunteers, especially for trustee roles and committee roles, and for long term volunteering projects.
- Little contact with the commercial world.
- Lack of specialist advice, information and support (for example HR, ICT, Health and Safety and Leases).
- Complicated support services and the need to streamline who does what, for whom, where and when.
- Limited work with rural communities.
- Lack of existing support for minority communities.
- Pressure on the sector’s independent status: there is little appreciation of how much the local VCS values its independence, and little critical awareness that infrastructure support in the future should not be determined by the level of the sector’s public service delivery.

Governance and the Steering Group - Community Support Consortium

The BCSC has representation from:

- BDBC
- BVS
- over 55s Forum

- Multicultural Forum
- Carers Forum
- Sports and Leisure Forum
- Village Halls and Community Associations Forum
- Social housing
- Mental Health Forum and
- Disability Forum.

Other key agencies are linked but not directly represented.

Looking inwards - building capacity within the Basingstoke Community Support Consortium

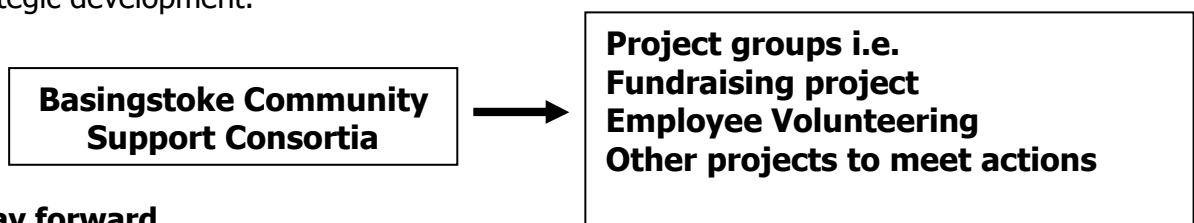
One of our first tasks is to look at our own capacity. We need to look at the research done and then at our ability to implement the action plan. We also need to assess the representation of the BCSC, its role, who will lead on projects, capacity issues and actions.

Looking outwards – consultation with the wider community in Basingstoke and Deane

We will distribute the strategy to as many groups, organisations and funders as possible. We will explain the ChangeUp programme and its strategic objectives to funders, including Councillors at parish, district and county level, so that ChangeUp’s importance to the local VCS and where it fits within their own strategies and priorities is understood.

The consortium’s future structure

It is critically important that the BCSC establishes the structure and processes to implement the strategy. A dedicated group elected from the BCSC should oversee and monitor the strategy’s implementation and steer the consortium with regard to its future strategic development.



The way forward

We will present this final strategy to the forums that have a direct interest in its implementation. We will circulate it to wider partnerships and key organisations for reference.

The action plan has been prioritised in light of consultation finding and actions have been identified. It is now the task of the consortium to implement this action plan and report annually on the activities developed against identified priorities.

Please see action plan for more information

External assessment criteria

This strategy is:

- aspirational
- forward thinking

- based on expressed need
- collaborative [i.e. commitment from all partners, including funders]
- realistically costed and sustainable
- inclusive
- measurable
- quality assured

This strategy reflects local priorities, in preference to following the six national ChangeUp support need areas.

The task ahead

This *Improving Local Support for Voluntary and Community Organisations Strategy* is a guide and a start to a five year programme.

The strategy sets out the evidence, the strategic objectives and the actions necessary to develop and provide the essential support services needed by frontline VCO in Basingstoke and Deane. It also recognises factors and risks that are prevalent, and which may make the development and implementation of the strategy difficult.

The consortium steering group will take a flexible approach to the strategy, and modify it where the external environment changes. It will continue to consult with frontline VCO on their requirements and adapt the strategy as required.

We will review the action plan annually, with the full strategy reviewed in 2013.

We will report to the Voluntary Sector Forum Annually on development against the strategy.

Funding

To date BDBC has provided £36,000 to support activities to implement the strategy and a further £10,000 will be made available by BDBC in 2009. BDBC may provide additional support in the future.

Current allocated expenditure:

- Provision of Human Resource (HR) Advisor
£1,500 has been allocated to commission an HR consultant to continue delivering the quarterly advice clinics that have been available for the last 12 months. Several organisations have accessed over 16 hours of one-to-one time to date.
- Fundraising Made Easy
£19260 has been allocated to the development of the 'Fundraising Made Easy 3 year project launched January 2009. Fundraising Made Easy is a new project that provides practical information, advice, training and support to voluntary and community organisations in Basingstoke and Deane wanting to develop better, more sustainable fundraising practices.

We're offering guidance on funding sources available to the sector and help with how to take up and manage these sources.

What's available?

- Online searchable Funding Database –
 - www.open4community.info/basingstoke
 - Training programme covering key fundraising practice
 - Information/ advice drop-in clinics with a fundraising consultant
 - Funding Advice Service
 - Regular Newsletter on Funding
-
- Employee Volunteering Network
 - £10,000 has been used to develop a project to encourage volunteering by employees within private and public sector organisations. The project is financially sustainable for at least two years due to matched funding from local business. Eight companies are currently participating along with 40 VCO.

The Consortium has £12,564 additional funds allocated to the development of activities identified within the action plan. Please see action plan for planned activity development timescale and allocated activity budget.

Results from consultation with VCO on priorities

Development Priority	What's involved (examples)	How important 1–10 (High)	Most important (Tick one)	Results
A. Effective general infrastructure	<ul style="list-style-type: none"> ▪ Promote role and services of infrastructure organisations ▪ Facilitating networking 	91	1	5
A2. Promotion of the Voluntary sector *	<ul style="list-style-type: none"> ▪ Promote role and services of infrastructure organisations ▪ Promote VCS services to the Community ▪ Promote CVS services to partners 	109	6	1
B. Funding and financial management	<ul style="list-style-type: none"> ▪ Advice and information ▪ Support for grant applications ▪ Specialist/trained advisers ▪ Contracts and tendering ▪ Accountancy services ▪ Finance officers networks 	103	5	2
C. Improving performance	<ul style="list-style-type: none"> ▪ Quality systems (for example PQASSO, IiP, Charter Marks) ▪ Measuring the impact of what you do 	67	1	9
D. Workforce development	<ul style="list-style-type: none"> ▪ HR support ▪ Training and development 	66*	1	10
E. Recruit induct and retain volunteers	<ul style="list-style-type: none"> ▪ Promote VB and volunteering ▪ Matching volunteers with needs ▪ Supported volunteering ▪ Employee volunteering 	95		3
F. Recruit, induct and retain trustees	<ul style="list-style-type: none"> ▪ Advice and information on running your organisation. ▪ Trustee forum and support networks ▪ Trustee training, mentoring 	93*		4
G. Improved support for marginalised and excluded groups *	<ul style="list-style-type: none"> ▪ Support mechanisms for BME, faith groups, refugees, asylum seekers, gypsies and travellers, disabled people 	73		8
H. Policy development, representation and sector voice *	<ul style="list-style-type: none"> ▪ Compact ▪ Understanding current issues ▪ Having your say and making an impact. 	80		6

Development Priority	What's involved (examples)	How important 1–10 (High)	Most important (Tick one)	Results
I. ICT support and development	<ul style="list-style-type: none"> ▪ Group procurement ▪ Information, advice and support ▪ Website development ▪ Training 	78		7

Priorities	Comments	Solutions
A Effective general infrastructure	<ul style="list-style-type: none"> ▪ Effective referral or signposting to infrastructure organisations ▪ More linking; move effective networking in VCS ▪ When a charity is part of a national organisation there is less need for infrastructure support as these VCO get support from their national organisations. Branches of national groups may not want the training and development. Have their own internal infrastructure support ▪ Better statutory/voluntary sector partnerships, relationships equal, Compact ▪ Keeping up with legislation; want summary document ▪ Effective partnerships and relationships ▪ Sharing of resources between organisations ▪ Sharing of presentation skills between organisations (buddying) ▪ Good/effective promotion of premises 	<ul style="list-style-type: none"> ▪ Need for reference library ▪ Need for index of libraries with specialist topics ▪ Need for effective referrals to BVS and once referral been given an introductory letter welcoming the organisation to the VSF or BVS
A2 Promotion of VCS	<ul style="list-style-type: none"> ▪ Promotion of the sector ▪ Need to know what organisations there are locally and what they do. Where do you get this information from ▪ Marketing of VCO services ▪ Need to identify what the needs are for local groups before they set them up. Must always correlate to need ▪ Effective promotion to the Statutory Sector ▪ How do you capture clients attention 	<ul style="list-style-type: none"> ▪ Establishing status of VCO relating to public and private sector ▪ Merlin ▪ Solutions website, get the groups themselves to be responsible for the promotion ▪ Paper gives free features, better use of media ▪ Targeting of places where people sit with a VCS promotion board
B Funding and financial management	<ul style="list-style-type: none"> ▪ SLA more transparency, better clarity about what fund, why etc relationships, compacts ▪ Difficulty in strategic planning due to uncertainty in funding ▪ Need to focus on longer/sustainable funding ▪ Established funding post, post must deal with 	<ul style="list-style-type: none"> ▪ Business skills worker ▪ Funding post ▪ More group workshop based on funding to hit several groups ▪ Outcome training for

	<p>capacity as large need</p> <ul style="list-style-type: none"> ▪ Need to link groups together over similar funding or joint bids ▪ Funding cutbacks has a big impact on the sector ▪ Core funding not just project funding ▪ Redefinition of what group 'vulnerable' is for ▪ Social enterprise training ▪ How do you fundraise, building up a skills sector? ▪ How do you write funding applications? ▪ Need for support with funding ▪ Linking soft outcomes to hard measures, there is need to support groups in understanding the outcomes of their services 	<p>fundes and VCS</p> <ul style="list-style-type: none"> ▪ Monitoring and evaluation the bedrock of the business Strategy and built into organisation ▪ Just because an outcome is soft you need to still find ways of measuring them ▪ Social enterprise training ▪ Funding leaflets on specific titles ▪ Bid bank
C Improving performance	<ul style="list-style-type: none"> ▪ Standardisation of monitoring and evaluation systems from funders ▪ Measuring the impact of what your organisation does is difficult ▪ When legitimising need or organisation or prioritising sector the VCO are there because need ▪ Quality systems important for big groups but difficult for smaller groups to manage. Good process but difficult for them to manage performance assessment 	
D Workforce development	<ul style="list-style-type: none"> ▪ Training and understanding CRB and health and safety ▪ Specialist tailored health and safety advice ▪ Sharing of presentation skills between organisations (buddying) 	<ul style="list-style-type: none"> ▪ Collated training bulletin with all local training ▪ VCO to promote and share their training ▪ Brokerage of training, i.e. the VCO are experts in their own sector they need to develop appropriate sectarian training
E Recruit, induct and retain volunteers	<ul style="list-style-type: none"> ▪ Recruitment of volunteers difficult 	
F Recruit, induct and retain trustees	<ul style="list-style-type: none"> ▪ Recruitment of trustees difficult ▪ Need for more trustees ▪ Support for trustees and their roles ▪ Positive PR of trustees 	
G Support for marginalised groups	<ul style="list-style-type: none"> ▪ Difficulty to get to those hard to reach groups 	

H Policy development and sector voice	<ul style="list-style-type: none"> ▪ Need for a strong voice and independence of the local VCS 	
I ICT support	<ul style="list-style-type: none"> ▪ Group procurement 	<ul style="list-style-type: none"> ▪ Solutions website, get the groups themselves to be responsible for the promotion ▪ Merlin

This is part of the 'Improving Local Support for Voluntary and Community Organisations Strategy in Basingstoke and Deane'.

Colour Codes: Words in Red – Overall Top priorities

Blue Highlights – 1st Priority

Yellow Highlights – 2nd Priority

Pink Highlights - 3rd Priority

Strategic Objectives and Outcomes	Action	Lead/Mechanism	Priority	
1. High profile quality support services meeting VCS needs				
1.1 Regular and co-ordinated identification of frontline VCO needs	1.1.1 Develop annual user needs survey with comparable approaches and questions	BDBC and BVS	15	7
	1.1.2 Store research on VCO centrally	BVS Merlin	18	5
1.2 Secure voluntary infrastructure services with long-term funding based on full cost recovery	1.2.1 Ensure base level of core support services that covers Basingstoke and Deane	BDBC and BVS	26	1
	1.2.2 Develop sustainable funding for support services based on identified needs and full cost recovery		19	4
1.3 Fully accessible support services	1.3.1 Develop a support services leaflet	All lead BVS	18	
	1.3.2 Co-ordinate support services to have key leads in specialist areas and create one website portal of all services available to VCO		20	3
	1.3.3 Ensure that all services currently provided, and developed in future, are accessible and known in all communities		25	2
1.4 Infrastructure service providers trained to common standards and using common tools	1.4.1 Develop appropriate basic accessible training for all development workers	BDBC and BVS	18	5
	1.4.2 Ensure that staff supporting VCO in areas of specific interest (BME, Youth and Children, Social Enterprise) have appropriate qualifications/knowledge to meet the support requirements of those VCO	BVS, BDBC and local training providers	20	3
	1.4.3 Develop and promote common tools for development work	BVS and	14	8

Strategic Objectives and Outcomes	Action	Lead/Mechanism	Priority	
		partners		
1.5 Infrastructure services delivering high quality training to frontline services	1.5.1 Continue to publish, promote, and deliver Basingstoke and District Training Consortium and all training relevant to the voluntary and community sector through the consortia	BDBC	12	9
	1.5.2 Develop one portal for voluntary and community sector training	BDBC	16	6
1.6 Duplication is avoided and lead bodies are established in themed areas	1.6.1 Review of services to ensure that unnecessary duplication is avoided. Clarity is needed regarding who leads on which initiative to which sectors of the VCS	BDBC, BVS and others	19	4
1.7 Support for trustees	1.7.1 Investigate the potential take up of a local trustees support network (for mutual support and to receive presentations)	BVS, BDBC	20	3
	1.7.2 Link into the Hampshire Trustees Forum and deliver local trustee meeting annually	BVS and CAH	8	10
2. The local VCS fit for purpose and resourced				
2.1 Individual support for VCO	2.1.1 Ensure appropriate sector development workers are in post to support the needs of VCO	BDBC, BVS and CVS	27	1
2.2 A standardised system for collection of information from member organisations	2.2.1 Develop and promote standard database and member forms for infrastructure organisations to collect information from frontline VCO	BVS, BDBC and partners	27	1
2.3 Organisations with access to the volunteers they require to run their organisation	2.3.1 Develop, expand and promote Employee Volunteer network	BVS and others	22	6
	2.3.2 Expand and promote Youth Volunteering and Vinvolved		19	
	2.3.3 Expand and promote Volunteer Centre		26	2
	2.3.4 Develop appropriate local volunteering schemes in rural communities		23	5
	2.3.5 Assess how Basingstoke can work towards the Hampshire LAA target to increase		12	

Strategic Objectives and Outcomes	Action	Lead/Mechanism	Priority	
	volunteering in Hampshire			
2.4 VCO have access to advice, information and support on how to access funding and track successes	<p>2.4.1 Purchase and set up assessable funding information/databases that can be accessed by all VCO</p> <p>2.4.2 Provide training on fundraising</p> <p>2.4.3 Develop a one-to-one support clinic for VCO to discuss their fundraising requirements with a qualified fundraiser and be given informed advice and guidance on how to progress their organisations fundraising</p> <p>2.4.4 Publicise the above</p> <p>2.4.5 Develop training and peer mentoring on best practice in fundraising for development workers</p> <p>2.4.6 Develop a central library of funding applications for VCO to look through to help develop their understanding and skills in writing bids</p> <p>2.4.7 Develop a process to track success rate in fundraising locally</p>	Funding sub group	<p>25 3</p> <p>25 3</p> <p>24 4</p> <p>19 9</p> <p>20 8</p> <p>18 10</p> <p>3</p>	
2.5 VCO have access to specialist advice, information and support	<p>2.5.1 Continue to provide one-to-one support clinics with a qualified HR specialist for VCO requiring support in human resources</p> <p>2.5.2 Continue to provide one-to-one support clinic with a qualified business development consultant for VCO looking at developing income generating activities or looking at social enterprise as a model of organisational development.</p> <p>2.5.3 Set up a one-to-one support clinic for VCO requiring support in developing appropriate health and safety policies and procedures</p>	<p>BVS</p> <p>CAH and BVS</p> <p>BDBC</p>	<p>18 10</p> <p>16 11</p> <p>14 12</p>	
2.6 Increase recruitment of trustees	<p>2.6.1 Organise an annual trustee recruitment fair, providing an opportunity for individuals to view local opportunities and access advice on roles and responsibilities</p> <p>2.6.2 Develop an action plan on recruitment of trustees</p>	<p>BVS and DBC</p> <p>BVS and BDBC</p>	<p>16 11</p> <p>16 11</p>	

Strategic Objectives and Outcomes	Action	Lead/Mechanism	Priority	
2.7 Quality accreditation	2.7.1 Where appropriate, encourage and support the adoption of suitable quality accreditation as a means of ensuring improved organisational effectiveness and efficiency	BVS and BDBC	14	12
2.8 Develop and coordinate a volunteer recognition event	2.8.1 Investigate the possibility of developing a multi-agency volunteer celebration of achievement event	BVS and BDBC	21	7
3. Partnerships are inclusive of VCS				
3.1 VCS representation on all key local partnerships	3.1.1 Provide guidance for all VCS representatives on partnerships, their role and link to VCS	LSP and other partnerships	25	1
3.2 Improved understanding of key local partnerships	3.2.1 Develop and promote a mapping of local partnerships	BDBC	23	2
3.3 Effective partnership roles	3.3.1 Partnership training	BDBC, housing associations, PCT, Hospital Trust, etc	18	3
4. The Compact understood and implemented by all partners				
4.1 Partners aware of and adhering to the compact principles	4.1.1 With the LSP, sign partners up to Compact principles	LSP	25	1
	4.1.2 Develop a complete mediation/complaints procedure	Compact Group	24	2
		Compact Group	21	3
	4.1.3 Develop Compact champions in partner organisations	Compact Group	14	5
4.1.4 Develop the role and representation on the Compact BCSC		Compact Group		
4.2 A community fully engaged with policy development through all partnerships	4.2.1 Develop a partnership community engagement tool	LSP and Compact Group	18	4
4.3 A high profile	4.3.1 Develop publicity with successful case	Compact	24	2

Strategic Objectives and Outcomes	Action	Lead/Mechanism	Priority
for the compact in the VCS	studies	Group	
5. Strong VCS network that facilitates communication			
5.1 Forums representing the views of VCO which are representative and linked into local initiatives, partnerships and organisations	5.1.1 To develop the BCSC to be a forum which has representatives of all existing VCS forums included and develop the forum to be the portal for VCS engagement	BDBC and BVS	23 4
5.2 Forum representatives know their roles and communicate between the forums	5.2.1 Develop appropriate training for representatives	BVS	27 2
	5.2.2 Broker a standard feedback form/mechanism through VSF		26 3
5.3 Coordination of joint responses to consultations	5.3.1 Development of BVS website to help facilitate better joint responses to sector wide consultations	BVS and CAH	28 1
6. Unmet community needs identified and supported			
6.1 Organisations mapping where no community group is supporting a community need/issues	6.1.1 Identify gaps in VCO service delivery	BVS and BDBC Community Development and Learning Team	25 2
	6.1.2 Assess how to develop the delivery of missing services		24 3
	6.1.3 Continue to develop, promote and deliver projects as required	BVS and all partners	23 4
6.2 Targeted development work in geographic areas where support is	6.2.1 Continue to have at least one targeted area under development	BVS and BDBC Community Development and Learning	27 1

Strategic Objectives and Outcomes	Action	Lead/Mechanism	Priority	
required		Team		
6.3 Targeted support to communities where no community group represents them	6.3.1 Develop work with minority communities to help them set up community groups to champion issues	BDBC Community Development Worker (Black and Minority Ethnic)	24	3
	6.3.2 With rural communities, map the services they require and develop appropriate community based projects	BVS, CAH and BDBC	21	5
7. A high profile VCS embedded within communities, and linked into other local service providers				
7.1 A high profile Merlin	7.1.1 Increase the number of organisations registered on Merlin and promoted on the website	BVS	26	1
			24	3
	7.1.2 Promote the website to partners so that they know where and how to access VCO	BVS	18	8
	7.1.3 Review how Merlin and Evolve interact and are promoted	BVS	19	7
	7.1.4 Develop hard copy sign post leaflets around specific client groups (for example carers, older people, youth)	BVS		
7.2 An effective and high profile Merlin <i>State of the Sector</i> report	7.2.1 Ensure the right questions are asked of Merlin	BVS	19	7
	7.2.2 Promote the <i>State of the Sector</i> report to partners			
7.3 A high profile with newspapers and key magazines	7.3.1 Develop links with local newspapers to have a page dedicated to the VCS promoting their activities	BVS	14	10
	7.3.2 Develop a page in BDBC magazine dedicated to promoting VCS activity	BDBC	25	2
		BVS	20	6
	7.3.3 Map all community magazine contacts			
7.4 Maximised use of charity fairs and other	7.4.1 Continue to recruit new organisations onto charity fairs	BVS	22	4
		BCSC	17	9

Strategic Objectives and Outcomes	Action	Lead/Mechanism	Priority	
promotional events	7.4.2 Review other sector events we can develop to promote the VCS			
7.5 Improved promotion within agencies	7.5.1 Develop generic promotional leaflet and intranet page to improve the profile of VCO as quality service providers and key partners	BDBC, housing associations, PCT, Police	19	7
7.7 Centralised events calendar	7.6.1 Review all organisations event calendars to see if they can be combined	LSP and agencies	24	3
7.8 Develop appropriate ICT support to VCO	7.7.1 Investigate the need for a VCS website host facility	BDBC and BVS	20	6

Appendix 2a Basingstoke and Deane – A profile of the borough 2007

The borough of Basingstoke and Deane covers an area of over 245 square miles, over 90% of which is rural. Less than 8% of the borough is built-up, supporting the majority of a population of approximately 160,000 people².

Over 60% of the population (98,000) lives within the town of Basingstoke and if the recent increase in house building rate continues as currently forecast, the population can be expected to increase by more than 10,000 over the next five years³. Over 70% of recent and planned major development is located within the central area of Basingstoke town and around the northern urban fringe of the town.

The second largest settlement in the borough is the Tadley/Baughurst/Pamber Heath area, on the northern Hampshire boundary, with a population approaching 16,000.

At the 2001 Census, the borough had a younger than average age profile with over 25% of the population aged 19 or under and only 17% of the population aged 60 or older. In the medium term, on the basis of current trends in life expectancy and migration, the over 60 age group is predicted to increase most rapidly, reaching more than 38,200 people (over 22% of the total population) by 2014⁴.

Looking further ahead, the borough population is projected to increase to approximately 177,000 by 2026⁵, of whom more than 33,000 will be aged over 65, and over 44,000 will be aged over 60.

Unemployment is relatively low at around 3.4% of the economically active working age population⁶, which is typical of rates in the South East. Over 89% of the borough's working age population are economically active, one of the highest proportions in the South East of England.

The English Indices of Deprivation 2007 (ID2007) indicate that Basingstoke and Deane experiences relatively little deprivation in the national context. When all indicators are combined into the Index of Multiple Deprivation (IMD2007), only one of the borough's geographical areas falls just within the 30% most deprived areas in England. More than half fall within the least deprived 20% in England, five of them within the least deprived 1% nationally. However, some parts of the borough experience relatively high levels of disadvantage in terms of education, crime and income.

The 2001 Census showed that 21% of Basingstoke and Deane's working age population is educated to degree level or equivalent.

There is a strong voluntary and community sector in the borough, with about 1,000 active organisations. The 2006 *State of the Sector Report*⁷ examined 125 local organisations in the

² Latest official figure: 158,700 (Resident Population Estimates Mid-2006, Office for National Statistics); latest forecast for 2008: 161,400 (2007-based Small Area Population Forecasts, HCC).

³ 2007-based Small Area Population Forecasts, HCC.

⁴ 2007-based Small Area Population Forecasts, HCC.

⁵ Projected by Hampshire County Council Long Term Population and Household Projections (Sept 2006)

⁶ This is now considered to be a more realistic measure of unemployment than the Job Seekers Allowance claimant count, which stands at about 1.1%

⁷ State of the Voluntary and Community Sector in the Borough. Basingstoke Voluntary Services – 2006.

borough. This showed they were supported by 4,573 volunteers, providing 638,000 volunteering hours per year with a value of between £4 million and £6.5 million.

There are 24 community facilities and 65 village halls in the borough, where a wide range of activities take place, including health services, education and learning, arts clubs, uniformed groups, social clubs and events and sporting activities. The voluntary and community sector also works alongside the statutory organisations, delivering highly valued services to the public.

Summary of the Basingstoke Voluntary Services *State of the Sector Report 2008*

This section details the results of a survey of the VCS in Basingstoke and Deane through Merlin.

Makeup of the local VCS:

- **Members base area**

Not all the VCO who provide a service within Basingstoke and Deane are based in the borough

Basingstoke and Deane	234
Outside of Basingstoke and Deane	40

- **Organisational service spread**

Many organisations provide a service outside of the borough and could be in more than one category listed below:

Local	206
Countywide	42
Regional	11
National	57
International	11

- **Types of sector organisations**

VCO	159
Not for profit making organisations	74
Self help or user groups	21
Faith/culture/belief groups	20

- **Organisational status**

The sector is made up of a variety of types of organisational status. For instance many registered charities are also Companies Limited by Guarantee and this is reflected in the following statistics provided by 263 organisations:

Registered charity	89
Company limited by guarantee	67
Unincorporated association	41
Community group	20
Faith group	17
Charity trust	11
Informal self-help or user group	10
Industrial or Provident Society	5
Partnership	2
Friendly society	1

- **Age of organisations**

Of the 240 organisations who have told us when they started operating, the majority started prior to 2000:

Over 750 years of service	3
400 years of service	1
Between 100 and 150 years of service	8
Between 50 and 100 years of service	22
Between 25 and 49 years of service	69
Between 10 and 24 years of service	75
Between 5 and 9 years of service	40
Between 2 and 4 years of service	17
Up to 2 years of service	5

Economic value of the VCS within Basingstoke and Deane:

- **Paid Staff**

141 organisations have advised that they have 1,522 paid staff between them as follows:

- 96 organisations have 728 full-time staff (more than 30 hours per week)
- 103 organisations have 794 part-time staff (less than 30 hours per week)

The calculation used to show employment costs incurred by the VCS shows full-time staff as 37.5 hours a week and part-time staff as 18.5 hours per week. Using the Annual Monetary Value based on the *Office for National Statistics Survey of Hours and Earnings 2007* when the average UK pay in Basingstoke and Deane was £14.93 per hour:

Number	Total Hours	Average Wages (based on the National Statistics Survey)
728 Full-Time	27,300.00	£407,589.00
794 Part-Time	14,633.50	£218,478.16
	Total wages	£626,067.16

The above total wages represents the sum that the VCS provides to the economy of the borough.

- **Volunteer numbers**

The VCS is primarily made up of volunteers. On the website <http://www.thefreedictionary.com/volunteer> to volunteer is defined as: "To perform or offer to perform a service of one's own free will or to do charitable or helpful work without pay."

During the *Merlin Good Practice Review* we asked organisations how many volunteers they have working in the borough. Not every organisation currently keeps this information but of those that do 239 have 2,262 trustees and 179 have 6,105 non-trustee volunteers between them. This equates to 8,367 volunteers.

- **Volunteer hours**

As part of the BVS *Merlin Good Practice Review* we ask VCO about the number of volunteers they have and how many hours they willingly give to the borough in order to calculate a monetary value. Not every organisation currently keeps this information so based on 213 organisations that keep this record there are 6,912 volunteers providing 817,251 hours per annum.

▪ **Volunteer Value**

Use the Joseph Rowntree Foundation Economic Equation of Volunteering Findings of February 1993, our partners calculate the Volunteer Annual Monetary Value based on the national average wage of £7.83 per hour. Using this criteria, 6,912 volunteers, from across 213 organisations, providing 817,251 hours per annum equates to £6,399,075.33.

However a more realistic figure is based on the Office for National Statistics Survey of Hours and Earnings 2007 when the average pay in Basingstoke and Deane was £14.93 per hour. Using this criteria, 6,912 volunteers, from across 213 organisations, providing 817,251 hours per annum equates to £12,201,557.43.

▪ **Sector Funding**

The VCS receives funding from a variety of internal and external sources. The *Merlin Good Practice Review* asks for the funding that only relates to Basingstoke and Deane and not every organisation is able to provide this information especially if they work across several borough areas.

The following statistics are therefore based on varying organisational numbers

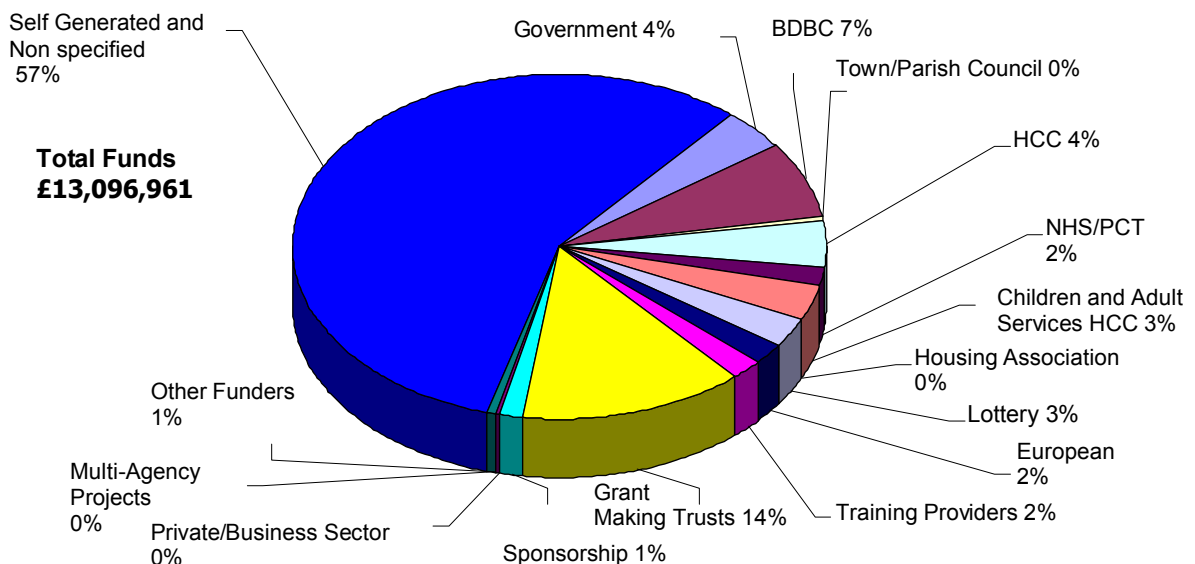
- 167 organisations have an annual income of £14,375,304.33
- 165 organisations have an annual expenditure of £13,933,898.60

In order to gauge the size of the sector we have broken the income into funding bands:

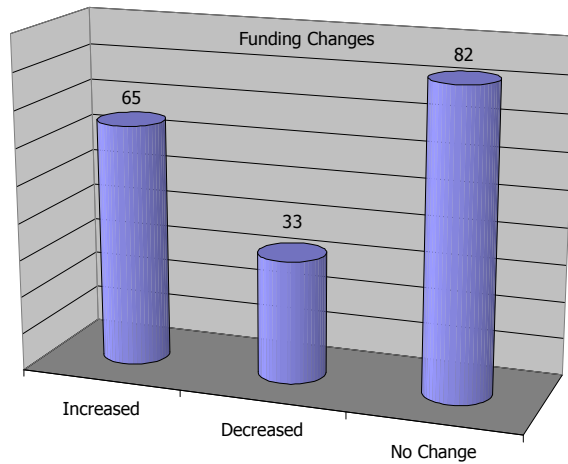
Funding band	Organisations	Total amount
£1- £4,999	56	£103,146.06
£5,000- £9,999	18	£129,442.26
£10,000-£49,999	41	£942,755.67
£50,000-£99,999	21	£1,369,143.64
£100,000+	31	£11,830,816.70

The *Merlin Good Practice Review* asks organisations for a breakdown of their annual income to ascertain the funding mix. Only 160 organisations have been able to provide this information, therefore the following chart is based on their annual income of £13,096,961.35.

Basingstoke and Deane Voluntary/Community Sector Funding



180 organisations have been able to identify their funding changes over the year and the majority say that there has been no change



Out of the 138 organisations which were able to say whether their annual accounts are examined or audited; 57 are examined and 81 are audited.

33 VCO actively fundraise for other VCS organisations.

▪ **Funders return**

If we look at the investment return from the 14 VCO who have been able to provide details of their funding from the National Health Service, Merlin shows that between them they receive £215,143.31 and also:

- help 3,637 clients
- provide 589 different services
- cover 462 areas of Basingstoke and Deane
- have 502 volunteers giving 35,726 hours per annum

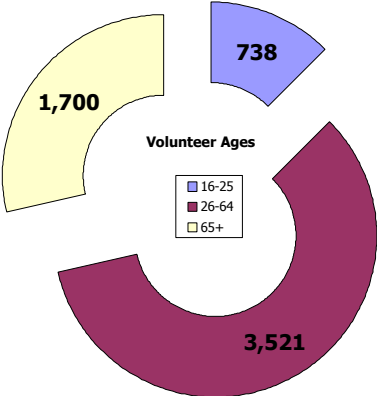
The total value of volunteer hours based on the lower rate of £7.83 per hour equates to £279,734.58. Therefore the National Health Service has a return of 30.02% on its investment just on volunteer hours alone.

▪ **Volunteer ages**

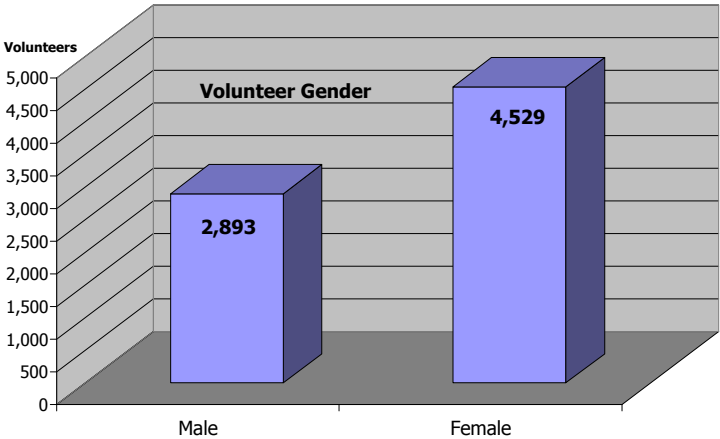
One of the most commonly held myths about the sector is that volunteers are mainly retired people. However the *Merlin Good Practice Review* shows the following breakdown based on 5,959 volunteers:

- 66 organisations have volunteers aged between 16 and 25
- 188 organisations have volunteers aged between 26 and 64
- 128 organisations have volunteers aged 65 plus

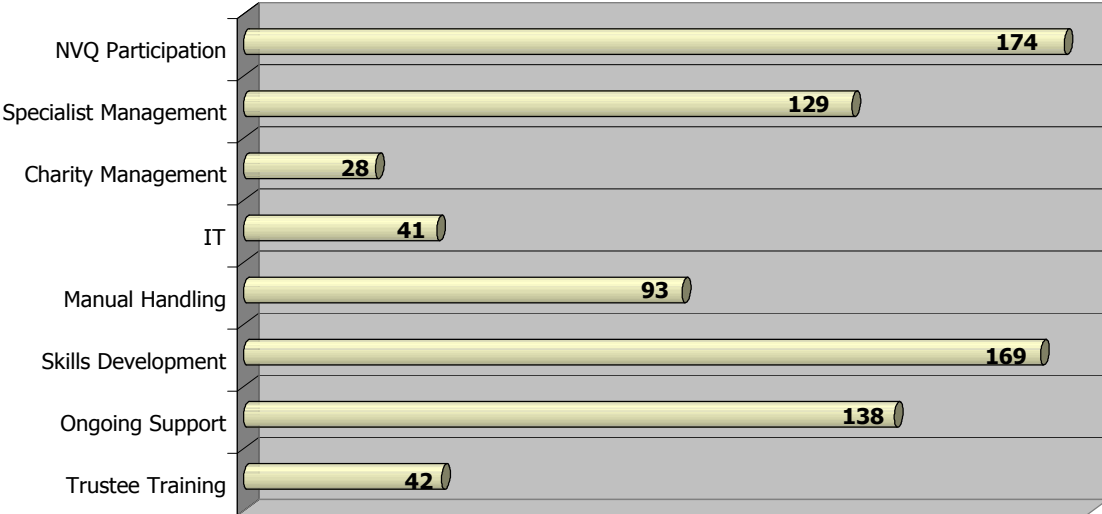
This chart clearly shows that the majority of volunteers actually fall within the working population age range:



▪ **Volunteer Gender**



▪ **Training**



▪ **Clients**

177 VCO have told us that they help 319,818 people between them (total population 152,583). Some of these may be helped by more than one organisation therefore this is not an accurate number.

▪ **Home Office beneficiaries**

The Home Office has produced a list of people that they consider would access services from the VCS. Merlin asks organisations to identify which sections their clients fall into:

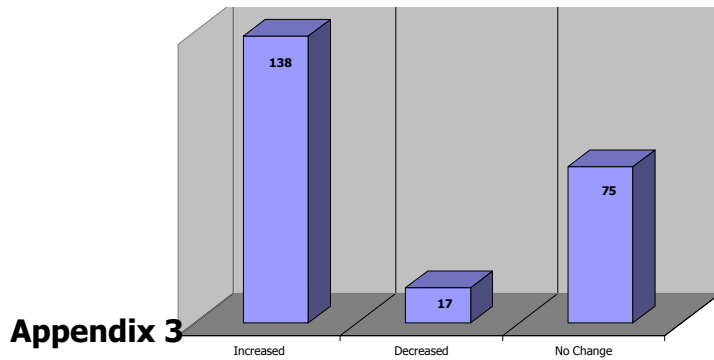
All sections of the community	121
Families and parents	71
Young people	71
Older people	65
Children	62
Women	62
People with physical and sensory disabilities	59
Carers	56
Men	51
People with learning difficulty	48
Black and minority ethnic people	46
People with mental health problems	44
Community and voluntary organisations	39
The unemployed	37
All the people in a specific neighbourhood	32
Victims of crime or abuse	27
Lesbian, gay, bisexual and transgender people	24
Homeless people	23
Offenders and ex-offenders	21
Alcohol/substance misusers	19
Travellers and migrants	18
Refugees and asylum seekers	17

▪ **Home Office service classifications**

The Home Office has also produced a list of services that they believe the VCS can offer. Merlin asks organisations to identify which sections their services fall into:

Advice and information	100
Health and social care	152
Training and education	131
Social and leisure activities	117
Children and families	87
Community development	50
Faiths and cultures	38
Arts and media	30
Sports and exercise	29
Community safety/criminal justice	28
Research and development	28
Advocacy - giving people a voice	27
Environment and conservation	27
Counselling and rehabilitation	25
Lobbying and campaigning	25
VCS support	22
Housing	19
Employment	18
Transport	17
Economic development including business support	15

▪ **Service demand**



Partnerships and organisations consulted

- Voluntary Sector Forum
- Community Associations and Village Halls Forum
- The Multicultural Forum
- Hampshire Voluntary Sector Consortium
- Basingstoke Cultural Forum
- Basingstoke's Sports and Leisure Forum
- The Compact Partnership
- The Local Strategic Partnership
- Basingstoke and Deane Borough Council
- The Parish Council Forum
- Community Action Hampshire