

Creating a Volunteering Infrastructure for Nottinghamshire

Version 3.1 August 04

Introduction

There has perhaps never been a time when there was greater interest in volunteering and recognition of its value to society and the individual. At the same time it is acknowledged that the nature of volunteering is changing and a wide agreement that there is a need to review and perhaps change the infrastructure to support it. This offers an exciting opportunity for those involved to help shape the change and to use funding which is likely to be available in the short term to support the implementation of those changes.

It is in this context that Liz Cousins Ltd and Martin Yarnit Associates were commissioned in July 2004 to carry out a consultation to map, research and advise on how the volunteering development agencies (VDAs) should be structured and working most effectively to contribute to the development of volunteering across the county.

This resulting report should be read in the knowledge of the short timescale in which this work was carried out. This meant that it was not possible to consult with all stakeholders, to compile all the necessary comparative data or to pursue information which was not readily available. What it hopefully does is to highlight some of the key areas of debate and proposes a model for the future of volunteering development agencies which should provoke discussion among stakeholders and key partners about the most effective way forward to support volunteering in Nottinghamshire.

Despite the constraints, we appreciate the help we have received in compiling the report: people have been willing to give up their time to talk, to respond to requests for information but perhaps most importantly we have been impressed by the openness of the Volunteering Bureaux staff to consider the options and to face the future in a positive way.

Content

1. Summary of findings
2. Context
3. Existing Infrastructure
4. Funding
5. Responding To A Changing Environment: An Assessment
6. Constructing A More Effective Model: Exploring The Options
7. What Can We Learn Anything From Elsewhere
8. Proposed Model
9. Next Steps

Annex: Methodology

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1. Summary of findings

1. Nottinghamshire has the positive advantage of an existing framework of support for volunteering across the county. This is not the case in all areas of the country and its existence is evidence of the continued commitment of funders, of the determination and creativity of those employed in the sector including CVSs (Councils of Voluntary Service) where no separate VB/C function is funded to support and develop volunteering. However the infrastructure is not as well known or used by the public as it should be and only a small percentage of volunteers currently access opportunities through the existing infrastructure.
2. Uncertainty and variation in the availability of funding has led to an inconsistency of service offered to the public in Nottinghamshire, which cannot be justified. At present geography determines the level of support individuals receive for their volunteering and Volunteer Involving Organisations are not able to expect the same levels of support across the county. The case for an agreed minimum Volunteer Development Agency support service in each district is strong.
3. Across the existing Volunteer Bureaux/Centre services in Nottinghamshire there are excellent examples of innovative and user driven services; of well developed policies and good practice materials and of effective bidding for and creative use of funding. However, in the past opportunities to share and learn from each other have been lost.
4. In conducting the research for this report we heard almost universal support for a continued local dimension to the services offered. This ranged from evidence from volunteers who valued the easy access to a local service, from those within VIOs who reported that the work of the local centre allowed them access to information about local services and recruit for their services, to larger infrastructure organisations which emphasised the importance of being able to respond to different local needs and to plan volunteering alongside other local structures and regeneration initiatives.

5. However the lack of a strong, strategic voice for volunteering at a county wide level has some negative outcomes; opportunities to plan strategically for volunteering across all sectors have been lost and it is vital that this is remedied in the future.

This report looks at the strengths and weaknesses of existing infrastructure arrangements and proposes a model for development which aims to provide a service which is consistent in quality if not uniform in how it is delivered, secures maximum funding to support volunteering, ensures that the voice of volunteering is strong and that the benefits of working together are not outweighed by the burdens of joint working.

2. Context

The context for this report is the current focus placed on the development of the infrastructure for the voluntary and community sector most recently laid out in *Change Up: Capacity Building and Infrastructure Framework for the Voluntary and Community Sector*, produced by the Home Office in 2004. The framework sets out

‘a bold but achievable aim that by 2014 the needs of frontline voluntary and community sector organizations will be met by support which is available nationwide, structured for maximum efficiency, offering excellent provision which is accessible to all while reflecting and promoting diversity and is sustainable funded.’

Recruiting and developing volunteers is identified as one of the needs of the voluntary and community sector and a high level objective is set that by 2014

‘There should be a leaner, effectively marketed and high quality volunteering infrastructure reaching, recruiting and placing a greater diversity of individuals coupled with improved volunteer management.

There should be provision for local volunteer engagement and organisational support and development, through volunteer centres in all areas of the country by 2009.

There should be a commonly branded local volunteer infrastructure, linked to the achievement of quality standards, that should be in place by 2005.’

In April 2004 the Consortium on Opportunities for Volunteering, the National Centre for Volunteering and Volunteer Development England merged to form Volunteering England. *Building on Success, A Strategy for Volunteering Infrastructure in England 2004-2014* was produced by VE in 2004 as a companion document to Change Up and outlines a vision and strategy for volunteering along with proposals for the core functions of local, regional and national infrastructure to support volunteering. In this document

Volunteering England has identified 6 core functions which support the development of volunteering. It further suggests that those organisations which perform all six core functions and focus on development are, by definition, local volunteer development agencies (VDAs). These are:-

- Brokerage
- Promoting volunteering
- Good practice Development
- Developing Volunteering Opportunities
- Policy response and campaigning
- Strategic development of volunteering

This report is written on the assumption that in the future there is a need to have all these functions available to everyone throughout the county of Nottinghamshire.

3. Existing Infrastructure

In Nottinghamshire, 12 Volunteer Bureaux or Centres (VB/Cs) serve the population of the City and 7 districts in the county. Their history, funding and relationships with other organisations vary greatly; some are able to perform many or most of the 6 core functions identified by Volunteering England, others lack the capacity to do so.

Some were established largely to support the recruitment to deliver local social care projects including driver and community transport, furniture projects, befriending services and toy libraries. Some are integrated partly or totally into a district Council for Voluntary Service (CVS), others operate in areas where no CVS exists.

Some operate as a stand alone VB/C function within a CVS whilst other CVSs offer some elements of the core functions as part of their overall service.

In short the existing infrastructure is inconsistent and confusing to those who work within it, still more so to those who use its services; potential volunteers, volunteers, volunteer involving organisations and the wider community.

In this report we refer to the current infrastructure as Volunteer Bureaux/Centres (VB/Cs) and a future structure as Volunteer Development Agency/ies (VDA/s)

The following table lists the VB/C arrangements in August 2004

| | Link to local CVS | Volunteer Bureau/Centre | Hours/ opening times | Services offered in addition to core |
|---------------------------|---|--|---|---|
| Ashfield District | No CVS, Ashfield Links Forum performs some of these functions | Sutton Volunteer Bureau Independent but have links to ALF | 10-12.30 1.30-3 Mon, Tues/Thurs/Fri | Social car scheme, mobile toy library, drop in centre |
| | | Kirkby Volunteer Centre Independent but have links to ALF | Mon- Thursday 9-5, Friday 9-3 | Furniture project, community transport, Volunteer car scheme, Resource Centre, Wheelchair hire, computer suite, Support for existing groups and setting up of new groups where there is a need. Drop in |
| | | Hucknall and district Volunteer Centre Independent but have links to ALF | 9-4 Mon- Thursday | Print scheme, Car scheme, IT centre, wheelchair hire |
| Bassetlaw District | Bassetlaw CVS | No separate Volunteer Bureau, functions integrated into CVS activity as BCVS Involve | | Links to wider BCVS activity |
| Broxtowe Borough | No CVS | Beeston Volunteer Centre | 10-3 Monday- Friday | Transport scheme, gardening, decorating, befriending furniture, reprographic and photocopying IAG, support for voluntary organisations eg funding advice |
| | | Stapleford Volunteer Bureau | Mon-Thurs 9.30-3.30 Fri 9.30-12.30 | Decorating, gardening, transport, shopping, befriending, Mobile library, Health links schemes |
| | | Eastwood Volunteer Bureau | Mon, Tues, Thurs, Fri 9.30- 4.30 | Transport, Furniture, Befriending |
| Gedling Borough | Gedling CVS | Gedling Volunteer Bureau | 20 hours | Transport scheme, Sure Start project, IAG |
| Mansfield District | Mansfield CVS | Mansfield Volunteer Bureau | 9.15-5 m-f | None |

| | | | | |
|-------------------------------------|----------------------------------|--------------------------------------|---|---|
| Newark and Sherwood District | Newark and Sherwood District CVS | Newark and Sherwood Volunteer Bureau | 16 hours a week Open to the public Wed 9.30-12.30 and 2-4 Friday 9.30-12.30 | None |
| Nottingham City | Nottingham CVS | Nottingham Volunteer Shop | 9-5 Monday-Friday | Supported volunteering for long term unemployed, Careers advice, mentoring for unemployed, life skills training for unemployed, CRB service |
| Rushcliffe Borough | Rushcliffe CVS | Rushcliffe Volunteer Bureau | 18 hours a week | None |

The existing VB/Cs represent only a part of the infrastructure support for volunteering in the county. In addition there is a wide range of organisations offering some of the core functions of a VDA, often to particular communities of interest. These include Business in the Community, Nottingham University, Nottingham Trent University, Millennium Volunteers, and the Nottinghamshire Advocacy project which is setting up a time bank scheme to involve people with mental health problems. The involvement of these organisations with VB/Cs varies and these links have been hampered by the lack of a single voice for the VB/CS with whom these organisations can liaise or develop their activities positively.

VB/Cs also work alongside a range of volunteer involving organisations (VIOs) some of which directly recruit volunteers, and market and develop good practice in volunteering as part of their own activity. Others are very small locally based projects which depend heavily on the VB/Cs for support. Once again the lack of a coherent voice for volunteering has hampered relationships with some of the larger VIOs.

The Network of VB/Cs

A network of VB/Cs has existed for approximately 20 years to share information, to lobby for volunteering and to develop good practice including training and materials. At present this does not appear to be a strong group and some potential members do not participate – in some cases due to staffing shortages, in others to a more fundamental difference in approach. There is currently no funding to support the executive functions of the network and this limits its ability to fulfil its potential

4. Funding

Current funding

Funding for the Volunteer Bureaux/Centres has developed organically over many years and while most VB/Cs receive some funding from their relevant local authority, this is not always as a separately funded service offering the full range of core functions.

There are historic reasons for these differences but the result is an inconsistency of funding and a resulting variation in the level of services offered across the county. As the VB/Cs are currently apparently not funded on a per capita basis, nor one which takes account of indices of deprivation, it is impossible to assess the value for money of the services and difficult to plan and develop for the future. At present funders operate independently of one another and there does not appear to be a consistent strategic view about what they want of the volunteering services and what they wish to fund in the future.

The lack of a clear strategic voice for volunteering in the past has resulted in the VB/Cs failing to gain or be considered for large funding contracts. An example of the benefits of this approach can be seen in Cornwall where the contract for Millennium Volunteers is managed by the county wide VDA and support staff and delivered through the 5 VBs in the districts.

Future funding

Since it has been clearly indicated that government funding which is to be available in the future to support the developing infrastructure (eg through DEFRA) will be not be allocated on a sub county basis, the need to work together to secure this funding becomes a strong imperative. In the future funding which will support the core costs of the infrastructure is likely to be attached to the delivery of contracts secured at a national level. The Nottinghamshire VDA infrastructure needs to be in a position to take advantage of these opportunities. At the same time, the infrastructure will need to develop a clearer relationship with its local funders, at county and district level.

We recognise that there are finite funds for these services but we believe that it is vital that the current inconsistencies in funding across the county be resolved and that funders of the volunteering development infrastructure work with the Network, prior to the next allocation of funding, to establish the basis on which they will fund the services in the future.

At a district level, the VDA needs to be actively involved with Local Strategic Partnerships (LSPs) to ensure that the importance of volunteering to the delivery of local priorities is understood and funding decisions are made accordingly.

Government Office for the East Midlands have indicated that it would be responsive to a bid for short term funding to support a county wide plan for VDAs. This, it is suggested, would produce economies of scale and support improved service delivery at a local level.

5. Responding to a Changing Environment: An Assessment

In this section we consider the ability of the existing structures to meet the new challenges. These findings are based on discussions with VB/C managers, CVSs which support the provision of some VB/C functions though not necessarily as a VB/C, Volunteering Involving Organisations (VIOs), other organisations which deliver some aspects of the core functions in the County and other key stakeholders (Listed in Annex 1)

It should be noted that this is based on the evidence available during this short timescale and some gaps of information and questions remain.

Findings

- *Brokerage*
 - Most VB/Cs have access to information about a wide range of volunteering opportunities.
 - Although some largely recruit to the services they deliver, they will offer information to potential volunteers about other opportunities.
 - There is variation of the capacity of services to offer detailed interviews to potential volunteers in matching their aspirations and opportunities.
 - There does not appear to be consistent recording of outcomes of brokerage and of monitoring and retention of volunteers making it difficult to assess the impact of the services.
 - Some large VIOs are critical of the fact that there is inconsistency in the brokerage service offered to volunteers and VIOs and suggest the need for protocols to be established with the emerging VDA.
- *Promoting volunteering*
 - While all VB/Cs saw this as a key function some suggested that the lack of a visible local presence acted as a barrier to promoting volunteering and a lack of capacity meant that they were less able to promote volunteering in their locality than they would desire eg in markets.

- The needs of particular groups or geographic areas will require special attention- eg rural communities
- Advantage is not always taken of opportunities to work with and through other initiatives - eg the RCC conducts Parish Plans and while the promotion of volunteering works well in Bassetlaw, this does not appear to be the case elsewhere.
- The wide variety of marketing materials to potential volunteers can confuse as there is no consistent message and some suggest that the benefits of volunteering to the individual were not sufficiently demonstrated in marketing materials.

- *Good Practice Development*
 - Across the county there is excellent development of practice and materials, but there is limited sharing of these and there is some evidence of 'reinventing the wheel'.
 - Some VB/Cs are actively involved in developing and or promoting training usually in conjunction with Enable but others do not have the capacity to offer this.
 - Some VIO organisations report that the local VB/C is automatically seen as the place they go for information others do not.
 - Most VB/Cs facilitate a Volunteer manager network, these are valued by those who attend but the failure to attend suggest that they are not valuable to all, others report that this is not useful to their organisation

- *Developing Volunteering Opportunities*
 - The lack of one voice for volunteering development agencies and limited strategic planning either locally (in some cases) or at a county level has made it difficult for the services to work effectively with a wide variety of agencies. In some cases this has lead to opportunities being lost, in others to duplication of effort.
 - While the services recognise the need to work more proactively with organisations across all sectors to promote volunteering, the capacity does not currently exist to do this.
 - Lack of capacity and awareness to work strategically has also limited the ability of some to respond to the Local Strategic Partnerships (LSPs) at a district level and to consistently integrate volunteering into local plans.

- While the importance of equal opportunities is recognised there is evidence that existing services did not do enough to promote volunteering to specific groups, eg BME communities and this is possibly linked to a lack of credibility of the services with these communities.
- Some VDAs offer supported volunteering but this is not consistently available across the county.
- *Policy Response and Campaigning*
 - Lack of resources results in an inability of some to respond to all the current policy developments, to do so and to be represented on the bodies necessary to keep abreast of information puts major burdens on small organisations.
 - There is no one clear voice for volunteering nor one port of call for the press or other agencies on volunteering
 - Responding to or developing campaigns or responses to initiatives is limited by the lack of a clear communication structure for the VB/Cs
 - Examples exist of local VB/Cs responding to the impact local policies on volunteering (eg how changes to bus routes impact on volunteering)
- *Strategic development of volunteering*
 - *Similar evidence exists to suggest that current resources limit the ability of VB/Cs to respond effectively*

6. Constructing a More Effective Model

In this section we assess the level at which the VE core functions each needs to take place, attempting to balance the strength of localism and the needs of the various communities with the potential benefits of economies of scale and opportunity gains.

| What must be done locally | Core function | What could be shared |
|--|---|--|
| <ul style="list-style-type: none"> • Face to face work with individuals. Ideally this should be offered in as many locations as possible. Perhaps on outreach basis • Support for small local groups to source volunteers • Supported volunteering for some volunteers | <p style="text-align: center;">Brokerage</p> | <ul style="list-style-type: none"> • Management of a shared database of volunteering opportunities (this could be developed with other organisations which broker volunteering such as Nottingham Trent University and Nottingham University through bilateral agreements) • Development of common electronic systems of recording outcomes of brokerage and monitoring and retention of volunteers • Developing protocols with VIOs on referral and support for volunteers |
| <ul style="list-style-type: none"> • Partnership working at a local level to promote volunteering alongside other activity eg at local markets or local events • Outreach and partnership agreement with other local organisations to promote volunteering • Local celebration events • Outreach to schools and colleges to promote volunteering among young people • In rural communities identify existing local activities to which volunteering can be linked . | <p style="text-align: center;">Promoting volunteering</p> | <ul style="list-style-type: none"> • Developing common promotion material which can be tailored to local conditions if necessary. The costs of design and translation into minority languages can be shared. • Developing bilateral agreements with VIOs which directly recruit to develop shared approaches to marketing volunteering • Development and management of big promotion campaigns which can be tailored to reflect local conditions • Working with countywide organisations eg RCC and NBP to develop common approaches to volunteering |

| | | |
|--|---------------------------------------|--|
| <ul style="list-style-type: none"> Working more closely with the BME community organisations to promote volunteering and develop volunteering opportunities. Working with local disability and mental health user groups and individuals | | <p>which can be applied locally as appropriate</p> <ul style="list-style-type: none"> Development of bilateral agreements with VIOs which directly recruit to develop shared approaches to marketing volunteering |
| <ul style="list-style-type: none"> Training for volunteer managers and volunteers offered locally Identification of good practice to share Provision of networking opportunities for volunteer managers Local news and information added to generic briefing sheets and newsletter | Good practice Development | <ul style="list-style-type: none"> Development of good practice guides Coordination of work on quality mark Training for volunteer managers and volunteers developed and managed in conjunction with Enable. Specialist training for volunteers and volunteer managers coordinated Preparation of briefing sheets/newsletters on key aspects of development in volunteering |
| <ul style="list-style-type: none"> Development of supported volunteering services Development of work with local organisations to develop volunteering opportunities | Developing Volunteering Opportunities | <ul style="list-style-type: none"> Development of interest based volunteering opportunities eg Sports Development of work with large organisations to identify volunteering opportunities |
| <ul style="list-style-type: none"> Identifying how policy is impacting on local activity Working in local partnerships including LSPs to ensure that volunteering is seen as having a key part to play in regeneration | Policy response and campaigning | <ul style="list-style-type: none"> Coordinate local responses and ensure that the voice of local volunteering is heard Development of work with large and multi site organisations to develop their volunteering policy and practice |
| | Strategic development of volunteering | <ul style="list-style-type: none"> Developing a shared strategy for volunteering |

| | | |
|---|-------------------------------------|---|
| | | <ul style="list-style-type: none"> • Represent volunteering on county wide bodies • Working with organisations with a common interest to develop a shared and stronger voice for volunteering |
| Other opportunities to share approaches and reduce costs include: | | |
| | Joint marketing campaigns | |
| | Joint funding bids | |
| | Shared HR and payroll functions | |
| | Shared legal advice services | |
| | Common ICT procurements and systems | |
| | Shared purchase of consumables. | |
| | Shared accreditation for training | |

7. Can We Learn Anything From Elsewhere?

In preparation of this report, we spoke to volunteering infrastructure organisations in other counties to gain an understanding of how others had dealt with the complexities of geography; city, town and rural areas and the multiplicity of funders and partnerships. We are grateful for the time given by those we spoke to and believe that the information we gathered can inform the plans for volunteering infrastructure in Nottinghamshire. Brief notes on these interviews are recorded below.

Cornwall

For 25 years, Cornwall has operated as one organisation (Cornwall Centre for Volunteers) with 5 VBs offering local services in 5 major centres of population (the 6th district, Penwith operates independently linked to Penwith Development Partnership Trust). The organisation is a charity with a turnover of £1m per annum and employs 38 staff, mostly full time. Its Head Office employs a Chief Executive, an assistant and a finance and admin team for the whole organisation. Each District has an accessible office, a VB manager and each area has staff to deliver the centrally held and locally delivered contracts eg Millennium Volunteers, Young Volunteer Challenge and New Deal in the Voluntary Sector. A Call Centre delivers a range of services for Social Services, Probation and the Crown Prosecution Service using up to 250 volunteer drivers. This service is self-financing by charging for its services. It employs one Senior Manager and 2 full time equivalent (fte) coordinators.

Crucial to the success of Cornwall Centre for Volunteers has been securing and managing a number of large projects which provide its major sources of income and has been made possible by its high profile as the voice of volunteering in the county. In each district, the local VB works closely with its LSP and its District Council and most secure funding from the relevant District Council

Suffolk

Suffolk Volunteering Federation came together as a result of an identified need for an overarching organisation in the County which could deal with volunteering. Suffolk does not have a long established history of CVSs covering the whole county. The Federation which consists of 23 organisations - including Age Concern, the VBs, Suffolk Association of Voluntary organisations, ACRE, Ipswich CRE, Suffolk Business Partnership, Volunteering England, SYCVS - meets twice a year. The Federation employs a full

time manager who works with a management committee of the Federation which meets 4 times a year. Currently the manager is developing the proposals for the new infrastructure to support volunteering in Suffolk and has prepared a draft plan. This recognises the need for more effective service delivery, a more equitable and cheaper infrastructure which has a wider impact across the county.

Kent Volunteers- led by Kent County Council

As in many areas volunteering support structures have grown organically over the years. In the recent past the VBs have had strong support from KCC and are funded according to the population of their area. Service Level Agreements (SLAs) set out the terms of the funding including annual targets for new volunteers. There are 19 VBs often working at a sub district level and these are starting to consider how they can work together more effectively and to benefit from the economies of scale. For example in West Kent 5 VBs are working together with support from Volunteering England.

Norfolk

Norwich and Norfolk Voluntary Service is a multi district CVS covering the county except West Norfolk which has a separate CVS. It promotes and develops volunteering as well as helping to develop voluntary organisations. It employs over 50 staff and receives funding from Norfolk Health, Norfolk County Council, East of England Development Agency, Lloyds TSB Foundation, Learning and Skills Council, The Community Fund, Tudor Trust and European Social Fund. NNVS operate a range of Specialist Volunteering schemes across the county

The 5 districts have 3 VBs and a network of 19 part time Voluntary Services coordinators across the whole area whose role it is to place volunteers into PCT activity. This is managed as one project and the VBs are together working with the Sub regional Strategic partnership (SSP) to develop a countywide campaign for volunteering as part of the sub regional strategy

8. Proposed model

We have heard a strong message from those we have talked to- volunteering requires a strong local support structure linked to and taking account of different local contexts and partnerships. At the same time we have observed that the failure to work together effectively in the past has resulted in a weakened voice for volunteering and lost opportunities for funding and for the development of a more secure service to support volunteering.

In the next 12- 18 months there are real opportunities to secure a firmer infrastructure for volunteering and we believe that there is a need for a serious programme of reform which builds on the strengths of existing practice.

The aim should be to provide a service which is consistent in quality if not in how it is delivered, secure maximum funding to support volunteering, to ensure that the voice of volunteering is strong and that the benefits of working together are gained but not outweighed by the burdens of joint working.

To take account of these points, the model we propose is

- The development of the existing network of VB/Cs to form a strong countywide Network of federated District-based Volunteer Centres. This would provide a county-wide voice for volunteering, develop a framework of shared principles and practices and make and manage common funding bids and systems.
- District based VDAs which would be independent but interdependent through the network and work closely at a local level to ensure that volunteering responds to the needs of the local community
- A county-wide Advisory Group made up of key stakeholders would ensure that the work of the Network is linked strategically to a wider volunteering agenda.

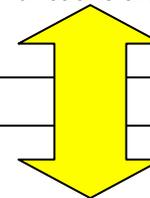
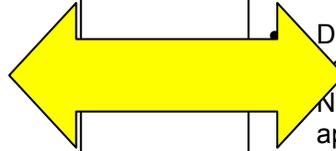
District VDAs

- At a district level we suggest that there is no 'one right way' to deliver a VDA service and account should be taken of local possibilities and partnerships to establish what is needed to deliver the core functions of a local VDA. However there should be common approaches to minimum levels of service and quality
- We suggest that in each district there should be at least one full time member of staff (or equivalent) with admin support. We have not seen evidence to support the need for more than one separately managed VB/C in any district although an ideal arrangement would ensure that outreach or peripatetic services would be offered in more than one location in each district subject to funding.
- The district VDAs would establish close working relationships with the local LSP

Nottinghamshire Network of Volunteer Development Agencies

The Network would consist of representatives of the District VDAs and could

- Develop a strategic vision for volunteering and represent the voice of volunteering on county wide bodies
- Work with county wide bodies and specialist organisations
- Develop joint funding bids and set up systems to manage recording of outcomes, finance and audit
 - Develop and manage a shared database of volunteering opportunities and a common electronic system of recording outcomes of brokerage and monitoring and retention of volunteers
- Develop common promotion material which can be tailored to local conditions if necessary.
- Negotiate bi lateral agreements with VIOs which directly recruit to develop shared approaches to marketing volunteering and support for volunteers
- Work with countywide organisations to develop common approaches to volunteering which can be applied locally as appropriate
- Develop good practice guides and briefing sheets/newsletters on key aspects of development in volunteering
- Coordinate work on quality
- Work with Enable to develop training for volunteers and volunteer managers which would be delivered locally and to manage a programme of specialist training
- Work with large organisations and multi site organisations to identify volunteering opportunities and to develop their volunteering policy and practice
- Develop shared HR and payroll functions and shared legal advice services



District based VDAs

Delivering VDA functions locally

9. Next steps

While the proposed model does not involve the creation of a completely new organisation, it does propose significant changes which will require time, dialogue and support to create the levels of trust, understanding and shared vision needed to take it forward.

Currently the Network on which the new structure would build does not involve all the prospective district based VB/Cs and a first step should be to establish a basis on which all can be involved in the development. The Network will then need to undergo an intensive period of joint work to allow it to develop its relationships with its funders and its own capacity to manage the process. We recognise that this will require all VB/Cs to put time into the development and in the short term this may impact on the ability to deliver at a local level but we believe that the eventual gains will release capacity for more effective local working.

In the short term, we suggest that the Network will require the appointment or secondment of a worker with administrative support to develop common policies and systems. Longer-term staffing will only be required if the Network is successful in bidding for large contracts.

To steer the change process we propose that the network bid for short term development funding from GOEM to:

- Commission support to broker a dialogue with all potential members of the Network and with funders and to assist the Network to develop its capacity to manage the process of change and to put more detail on the proposed model
- Employ a Network development worker and admin support for 12 months
- Fund the release costs of staff from each VB/C to attend Network building events and meetings and to assist each district to ensure that they are able to deliver the core functions (as the starting points differ there will be varying amounts of need for this).

Annex 1: Methodology

Preparation of this report: has included

1. desk research and a literature review
2. telephone interviews with over 30 stakeholders and national and regional organisations listed below
3. analysing information from VB/C user surveys (where available)
4. consulting with the VB/C network at 3 meetings
5. consulting with Volunteer Involving Organisations
6. conducting a partial survey of Volunteer Involving organisations.

Telephone Interviews conducted with;

| | | | |
|-----------------|--------------------------------|--------------------------------------|----------------------------------|
| Jackie Fuller | BITC/Notts Cares | Ann Hilton | BITC/ Prohelp |
| Jenny Denton | Nottingham University | Lisa Owens | Nottingham University |
| Jenny White | Millennium Volunteers | Panya Banjoko | Kasa Kasa |
| Jane Sterk | Nottingham CVS | Julia Hughes Newark and Sherwood CVS | |
| Mike Newstead | Bassetlaw CVS | Mike Toplis | Ashfield Links Forum |
| Ian Bradford | Rushcliffe CVS | Sharon Clancey | Mansfield CVS |
| Bob Middleton | Rural Community Council | Angela Hayes | Nottingham City Council |
| Cathy Harvey | Nottinghamshire County Council | Wendy Young | Nottinghamshire County Council |
| Nik Trevedi | VOICE | Tom Makin | VOICE |
| Don Hayes | Enable | Tim Marsh | Sports England |
| Anila Asim | Nottingham Black Partnership | John North | NAVO |
| Philippa Morley | GOEM | Chris Pemberthy | Volunteering England |
| Mrs Taylor | Toton Concern Care Group | Mrs Whicombe | Bramcote Care Group |
| Simon Needham | Nottingham City Hospital | Mervyn Goring | Nottinghamshire Advocacy Service |
| Jill Robinson | Suffolk | Annie Bell | Norfolk |
| Carol Kincaid | Kent | Hilary Workman | Cornwall |

Group session with Gedling VB Volunteer Managers' Network. Representatives included:

| | | | |
|------------------|---------------------------|----------------|------------------------|
| Phil Barlow | Parish Church | Gerry Holding | HCT Day Centre |
| Tony Cox | Victim Support Nottingham | Rita Hazledene | NHC Befriending Scheme |
| Nigel Cruikshank | Age Concern | Carol Cotton | Age Concern |

Group sessions conducted with the Network for VB/Cs

| | | | |
|----------------|---------------|------------------|-------------|
| Pam Clipsham | Gedling VB | Deborah Morton | Hucknall VB |
| Anthea Large | Hucknall VB | Margaret Allsopp | Ashfield VB |
| Hilary Wells | Beeston VC | Celia Knight | Eastwood VB |
| Lynne Thompson | Nottingham VC | Angie Peppard | Kirkby VB |