

CONSORTIA DEVELOPMENT FUND

INFRASTRUCTURE BUSINESS PLAN 2008-11

[MAXIMUM OF 20 PAGES OF A4]

Consortium Name : Oxfordshire Voluntary Sector Development Partnership

Area of Benefit : The county of Oxfordshire

Lead Body : Oxfordshire Community and Voluntary Action

Contact details :

Kate Hill,
Partnerships Manager,
OCVA,
The Old Court House,
Floyds Row,
St Aldate's,
Oxford, OX1 1SS

Tel: 01865 251946

Email: kate.hill@ocva.org.uk

Summary of Consortium Infrastructure Business Plan 2008-11: (1 page max)

This business plan has evolved from the Infrastructure Development Plan published by the consortium in March 2006, in the light of further experience of working together as a partnership to implement the original recommendations and the changing policy environment. We have agreed a new vision for the partnership which encompasses improved ways of working, networking and recognition for the voluntary and community sector.

We aim to achieve this vision in ways that empower frontline voluntary and community organisations to understand and respond to the changing economic, social and policy environment, so that they design and deliver a range of inclusive, accessible activities and services that achieve the maximum benefits for all of Oxfordshire's diverse communities.

Our support services will need to be flexible and creative, to take account of the mixed urban and rural nature of the county and the immense variety within the frontline voluntary sector, from very small local volunteer-led groups to professional delivery agencies for public services. A cornerstone of the plan is the launch of the market town information points, designed to compensate for the lack of a network of district level CVSs and volunteer centres.

The plan retains the framework of seven workstreams as identified in 2006:

1. Support for volunteering
2. Improved information resources
3. Support for organisational development
4. Support for community capacity building
5. Promotion of equality and diversity
6. Support for faith-based social and community activity
7. Enhanced networks and partnerships and promotion of the voluntary and community sector

However, the plan has developed to accommodate new approaches to some of these areas. In particular, we have recognised the importance of including the promotion of equality and diversity as a cross-cutting theme in all our services. Our proposal is to embed appropriate and accessible support for groups at risk of exclusion in all of the other six workstreams while seeking funding for a specific piece of work (in project 5) to reach out to marginalised communities, link them into existing services, and promote the inclusion of their representatives at strategic level so that their voice is clearly heard.

We have also considered further the distinction and overlap between community and organisational development and have introduced a stronger focus on ensuring that frontline clients have access to a more robust ladder of support and inter-agency referral system.

The plan emphasises the importance of market segmentation and differentiated support for groups at different stages of development, together with clear pathways for frontline clients to follow within and between support organisations. The objective is to offer at least a basic level of service to all, with intensive interventions where they are needed, for example to support vulnerable volunteers, BME groups, or those medium-sized organisations that are getting to grips with public sector procurement for the first time.

The plan recognises the need for realism in terms of resources and while there is a visible funding shortfall, it is also clear that significant additional investment in some support services has been secured since 2005/06 both locally and nationally. This is partly a result of successful cross-sector partnership working within the consortium and the plan aims to build on this through a Compact-related work programme, which will be supplemented by additional investment within the statutory sector.

It is in the nature of a wide-ranging plan like this that it will continue to evolve as new needs are identified and funding opportunities open and close. The consortium is committed to an ongoing evaluation and monitoring process as set out in our accompanying strategy document. The putting together of this business plan has highlighted the variations in capacity and experience of the partner organisations so that inevitably some projects are more fully developed than others. Above and beyond the delivery of the specific projects described, the partnership aims to share knowledge and expertise in order to build the capacity of its member organisations so that they are all better equipped to contribute to future planning and delivery.

What are the aims and objectives of the Consortium?

Partnership Vision Statement:

By 2014, the voluntary and community sector (VCS) ¹ in Oxfordshire will be recognised for its contribution to strengthening communities and to the delivery of public services. It will work more effectively than it does at present, and where appropriate in new ways and through new forms of enterprise. Community groups and voluntary organisations will be well connected with each other, and will have strong links with their public sector partners. Among the sector's key attributes will be a commitment to networking, partnership and advocacy on behalf of Oxfordshire's people and communities.

Partnership Aims & Objectives

To achieve this vision, the Oxfordshire Voluntary Sector Development Partnership ('the Partnership') aims to help voluntary and community organisations understand and respond to the changing economic, social and policy environment, so that they design and deliver a range of inclusive, accessible activities and services that achieve the maximum benefits for all of Oxfordshire's diverse communities.

The Partnership's objective is to identify, design, coordinate and promote a comprehensive range of high quality, cost-effective support services that:

- are based on flexible and creative solutions;
- reflect the needs of different kinds of voluntary and community organisations at different stages of development and with differing ambitions, working in differing local circumstances;
- are available to all and offer equality of access in accordance with the National Compact Code of Practice on working with BME voluntary and community organisations²;
- are outcome focussed; and
- cover both urban and rural parts of the county.

The specific objective of the VCS Support Services Group (a subset of the Partnership) is to deliver the following services as set out in the 2006 Infrastructure Development Plan for Oxfordshire:

1. Support for volunteering in order to maintain and improve frontline services; and to improve the skills and life chances of volunteers.
2. Improved information resources in order to increase the effectiveness and public profile of frontline groups
3. Support for organisational development so that frontline organisations deliver consistently high quality activities and services to their beneficiaries, ensuring that groups at risk of exclusion are empowered to develop their own solutions.
4. Support for community capacity building
5. **Promotion of diversity and equality³ to ensure that BME and other groups at risk of exclusion have equal access to support services that take into account their particular needs, and are culturally appropriate; and these groups are fully represented at a strategic level in the county;**
6. Support for faith-based social and community activity so that they have equal access to support services that take into account their particular needs, and are culturally appropriate;

¹ In this document we continue to use the term 'voluntary and community sector' because this is the term most commonly used and best understood by front-line VCOs, statutory sector partners and the general public. The term should be taken to include social enterprises, cooperatives and other forms of not-for-profit organisation, and is equivalent to the term 'third sector' now being used in government policy documents and elsewhere.

7. Enhanced networks and partnerships and promotion of the voluntary and community sector so that sectors work together to deliver improved services and there is improved public knowledge and awareness of the sector amongst the general public who are its potential beneficiaries and supporters.

Please provide evidence of 3rd sector frontline need (please reference any research, consultation or other data you feel is relevant, including the Infrastructure Investment Plan):

There are around 3,000 voluntary and community groups in the county. In 2005 the Oxfordshire ChangeUp Consortium (now the Partnership) carried out a survey of more than 2,000 of these groups to map their characteristics and establish their support needs, and received a 19% response rate. Voluntary sector forums were set up in each of the five districts with one for organisations that operate county-wide. (These are still held regularly and are a vehicle for information exchange, consultation and peer networking.) Around 180 people attended these events in 2005/06 when the IDP was being developed and gave us their views. The Additional Support Programme that was run as part of the ChangeUp programme engaged with groups at risk of exclusion (including BME, Gypsy and traveller, refugee and asylum seeker groups) and made personal contact with 28 of these target groups. This confirmed that their needs are broadly similar to those of non-BME organisations, but that they find services particularly hard to access for a variety of reasons. As a result of this research and consultation process, a prioritised list of support services that needed to be either developed or improved was drawn up (the seven services listed above). The Partnership then stood back and took a strategic look at the sector's current state of development, and its current and likely future needs. The results were a draft IDP containing the Partnership's proposals that were sent out to participating groups for them to prioritise the proposals. This exercise confirmed the initial research. Since the end of the Changeup programme, OCVA has established the oxnet website, which is an important communication medium, and now contains contact and profiling information about more than 1,000 VCOs. The Oxfordshire Data Observatory (www.oxfordshireobservatory.info) is an important source of information about economic and social change in the county and contributed essential information to underpin the extensive programme of research undertaken in 2007 for the Oxfordshire Community Strategy. In addition, the Partnership contributed a new piece of research into levels of volunteering (report available on www.oxnet.org.uk).

The programme of work that is now under way is both confirming and extending the Partnership's understanding of what frontline groups are trying to achieve, the problems that they face, and their needs for support. There continue to be significant gaps in conventional support services, both in terms of geography and types of service, and the VCS Support Services Group is working to address these. What is becoming clear, however, is that the kind of support that is needed transcends conventional 'infrastructure' (i.e. providing support for what frontline groups are doing and have been doing in the recent past). This is evidenced by requests received by members of the Partnership and by the issues that arise at the forum events, which are a key channel of communication between the Partnership and its frontline clients. Groups are caught up in economic and social change in their communities. In many cases, their ideas of how they should respond are also changing. They need immediate information and advice, but they also need other forms of support that help them to develop options for change, then carry forward their choices in terms of governance, business planning and organisational development. Specific information about the needs of BME communities is emerging from the Improving Reach programme (see below) and the MKOB Community Champions programme run by the county and city councils in autumn 2007.

² These principles will be broadened to include all minority groups and diverse needs.

³ This is now a top priority for the Partnership since little progress has so far been made and the need is acute.

What are the outcomes and long terms changes that your Consortium intends to bring about?

Key outcomes that the Partnership aims to achieve by 2014⁴

1. A modernised support structure for volunteering that contributes effectively to breaking the cycle of deprivation and provides positive opportunities for everyone to be involved in their communities;
2. An information service that ensures that:
 - a. frontline organisations are well informed about economic, social and policy changes that are likely to influence their work, so that they are in a position to take informed decisions about how these will affect them and respond appropriately;
 - b. the Partnership is also well informed about these issues, can interpret the information to forecast likely trends and opportunities, and can use this information as an evidence base for the development of support services.
3. Core support services for organisational development are available to all frontline groups (including BME, faith and others at risk of exclusion) within a framework that is better planned and coordinated, sustainable and accountable; and in particular there is an active and growing group of social enterprises working in a variety of fields for the benefit of Oxfordshire's communities;
4. A clearly structured cross-sectoral ladder of support is in place that leads from community capacity building and community planning through to support for frontline organisations and their projects;
5. **BME and other groups at risk of exclusion have equal access to support services that take into account their particular needs, and are culturally appropriate; and these groups are fully represented at a strategic level in the county;**
6. The contribution of faith groups to the communities of Oxfordshire is recognised and supported;
7. Robust and sustainable partnership structures are in place with the result that:
 - a. All partners are committed to and actively promoting the Compact, and local commissioners are operating a consistent, sustainable and fair commissioning framework;
 - b. the role and contribution of the voluntary and community sector is fully reflected in the Sustainable Community Strategies, the Local Area Agreement, and other strategic planning documents;
 - c. voluntary and community organisations are seen as important partners in urban and rural regeneration, social and economic development, transfer of public assets and other actions aimed at strengthening communities.

The Partnership will take a flexible and non-bureaucratic approach to the delivery of these outcomes, with a programme based on:

- a. a 'mixed economy' of services;
- b. existing resources drawn on as appropriate within the county, in adjacent counties, or at regional and national level;
- c. avoiding unnecessary duplication, and achieving value for money;
- d. partnership between VCS support service providers and with the public and private sectors.

⁴ Numbering relates to 7 key services identified above.

Who are your beneficiaries and stakeholders and how were they involved in the process?

Please include all front line organisations, public sector partners including groups serving the 'equality strands' i.e. age, disability, Black and Minority Ethnic [including refugee], women, lesbian, gay, bisexual and transgender [LGBT] and faith within your geographical area of benefit.

The Partnership has been developing the main strands of its programme of work since early 2005, and consultation with service users and other stakeholders started in 2004. There have been both general consultation processes, exemplified by the surveys carried out during Changeup and the initiation of county-wide and district level VCS forum meetings, and more specific consultation carried out by lead organisations in respect of particular programmes. Beneficiaries and stakeholders are listed below by project.

1. Support for volunteering

Beneficiaries and stakeholders	Method of consultation
<ul style="list-style-type: none"> • Members of the general public who wish to volunteer, • Vulnerable people who use volunteering to improve their life chances and skills • Employees who wish to volunteer • Local businesses that engage in volunteering to develop their employees and put something back into their communities • Volunteer-involving VCOs • Volunteer-involving statutory organisations • Statutory agencies that wish to commission services that involve volunteers • Beneficiaries of volunteer-involving organisations • Organisations that support vulnerable people e.g. Probation service, Benefits agency, mental health services, homelessness agencies 	<p>ChangeUp and ASP surveys (including Early Spend report 2004) and consultation meetings; input from a wide range of frontline groups seeking to access services; feedback from clients via OCVA and Volunteer LinkUp membership surveys; plus specific consultations carried out at district level through volunteer coordinators' quarterly networking meetings and VCS forums. Workshops to debate county Sustainable Community Strategy summer 2007 (see www.oxfordshirepartnership.org.uk) focused on value of volunteering. 'Positive Activities' research carried out with young people. 2007 survey 'Volunteering for Oxfordshire' carried out with Capacity Builders project funding (see www.oxnet.org.uk) Evaluation of Volunteer Centre Oxfordshire carried out with Capacity Builders project funding (report available on request).</p>

2. Improved information resources; 3. Support for organisational development

Beneficiaries and stakeholders	Method of consultation
<ul style="list-style-type: none"> • 3,000+ VCOs in Oxfordshire • Individuals wishing to start a voluntary group • VCS Support Services Group (VCS members of the Partnership) • Public sector stakeholders – 6 local authorities and 1 PCT • Beneficiaries of frontline VCOs • Commissioners of public services wishing to contract with VCOs • Housing associations wanting to stimulate tenant participation 	<p>ChangeUp and ASP surveys (including Early Spend report 2004) and consultation meetings; input from a wide range of frontline groups seeking to access services; feedback from clients via OCVA membership surveys; training needs analyses and surveys of training needs in 2004 and 2007; feedback sheets from events and training workshops; research funded by Soha Housing; involvement in strategic and business planning within the Partnership and with local authorities and others – see Development Strategy 'Why do you feel these aims and outcomes are the right ones'.</p>

<ul style="list-style-type: none"> • Community groups running community transport schemes • Village hall management committees (mostly charities) • Community groups running community shops • Population of the 300+ rural parishes covered by the work 	<p>Beneficiaries and stakeholders are consulted and involved in the oversight of each of these workers through ORCC advisory or steering groups, of which they are all members. There is a steering group for each of the areas of work.</p> <p>ORCC obtains feedback from client groups who receive newsletters and attend events and carries out an annual stakeholder satisfaction survey</p>
--	--

4. Support for community capacity building

Beneficiaries and stakeholders	Method of consultation
<ul style="list-style-type: none"> • Volunteers in parishes and in urban neighbourhoods/estates working on community plans; • People living in these areas who will benefit from community planning; • District councils and the county council; • Oxfordshire Partnership and 5 District level strategic partnerships 	<p>ORCC has established a Parish Plan Reference Group, which includes representatives of the County and District Councils and also local communities, and which contributes to the design and delivery of the work. We run events for local parish plan groups and this provides an opportunity for us to be aware of the views and needs of these groups and the issues with which they are dealing. Support for and input into the work by statutory and voluntary organisations serving the equalities strands are obtained through our Rural Inclusion Group and annual networking events focussing on aspects of rural social exclusion and ways of addressing it..</p> <p>Workshops to debate county Sustainable Community Strategy summer 2007 (see www.oxfordshirepartnership.org.uk) focused on community planning.</p> <p>MKOB Improvement Partnership has supported a one year pilot project to trial parish plan-type community planning in urban communities, linked to the City Council's area committees and area action plans. While urban community planning is not specifically included in this project, the OVSDP hopes to ensure that any future initiatives are joined up so as to share best practice.</p>

5. Promotion of equality and diversity

Beneficiaries and stakeholders	Method of consultation
<ul style="list-style-type: none"> • Diverse communities and individuals from those communities who are marginalised and socially isolated; • BME and other minority VCOs and faith organisations that provide information, advice and support in their communities; • 'Mainstream' VCOs who want to work with BME communities, and want to implement the National Compact Code of Practice in full; 	<p>The Changeup Additional Support Programme and the Improving Reach project researched the need of BME and minority communities and groups across the county, with a focus in IR on rural areas. OREC has begun work on establishing an Oxfordshire BME forum which will also uncover gaps in the BME VCS community. OREC is a member of several forums in Oxford and beyond the county where it mainstreams BME issues and influences policies for the</p>

<ul style="list-style-type: none"> Public sector bodies, including commissioners, who are interested in contracting with VCOs whose services reach BME communities; The wider public who will benefit from better community cohesion and safety. 	<p>benefit of marginalised communities. Forums include the Cultural Advisory Group, OVSDP, District VCS forums, UNI (in the South East Region) etc. OREC also relies on the Data Observatory website to identify BME settlement profiles throughout the county. Other groups that serve the 'equalities' strand form a large percentage of those consulted through the forums and other recent research initiatives e.g. volunteering.</p>
--	--

6. Support for faith-based social and community activity

Beneficiaries and stakeholders	Method of consultation
<ul style="list-style-type: none"> Diverse faith communities within the county; People in those communities that are organising faith-based social and community activities; Participants in and users of these services; Other frontline VCOs in these communities who would benefit from extended networking and collaboration; Members of the VCS Support Services Group who would benefit from improved knowledge of who these groups are and what their support needs are; Public sector stakeholders involved in building stronger communities. 	<p>ChangeUp research including ASP programme.</p> <p>Ongoing contact with faith groups through Churches Together in Oxfordshire.</p> <p>National research reports e.g. Faith in Rural Communities, Faith in Derbyshire.</p>

7. Enhanced networks and partnerships and promotion of the voluntary and community sector

Beneficiaries and stakeholders	Method of consultation
<ul style="list-style-type: none"> Local voluntary and community organisations and their beneficiaries; BME community groups; Local authorities, the PCT, the Police, Probation and other public services; National and regional VCS bodies; OVSDP members; Elected councillors (county, city and districts); The general public. Oxfordshire Partnership, its sub-partnerships, the Public Service Board, and district LSPs 	<p>The ChangeUp survey work, and subsequent work with the district and county VCS forums, feedback from specialist networks and from BME community groups.</p> <p>Workshops to debate county Sustainable Community Strategy summer 2007 (see www.oxfordshirepartnership.org.uk).</p>

Please provide a summary description of the projects identified and match against stated objectives:

Objectives and outcomes – see pages 3- 5

Project 1 Support for volunteering

We intend to deliver a step change in how volunteering is supported in Oxfordshire, leading a modernisation process that contributes to breaking the cycle of deprivation, creating a ladder of opportunity for people to move off benefits and into paid employment, providing positive opportunities for young people, improving the health and wellbeing of older people, and supporting employee volunteering.

Recent experience and research has shown that volunteer brokerage needs to be tailored for different target audiences. Adults of working age who are available to volunteer are likely to be claiming benefit, live in the most deprived wards, be in contact with secondary mental health services or have learning disabilities. These volunteers require outreach work to introduce them to the concept of volunteering and 1:1 interviews to help match them to an appropriate opportunity. In parallel, good practice work needs to take place with volunteer-involving organisations so that they are equipped to welcome more vulnerable volunteers.

Adults who are in work will be supported to volunteer through employee volunteering programmes in partnership with local employers, including the County Council.

Through the work of the new V team, young people will be encouraged to engage in positive volunteering activities.

Older people will benefit from the support of volunteers but will also be encouraged to volunteer themselves through outreach work with day centres and organisations that support older people. Targets will also be set for increased formal volunteering by BME communities and development of appropriate opportunities, especially in Oxford and Banbury.

In order to ensure that appropriate brokerage support is available county-wide, OCVA and Volunteer LinkUp, which are already accredited by Volunteering England, will support Cherwell CVS and Volunteer Bureau to meet the accreditation standards and introduce the standard computerised systems for recording data.

In addition to the main volunteer centres, the OVSDP information points that are being set up in market towns will be used for volunteer-involving organisations to access good practice information and for potential volunteers to search the database of opportunities.

Project 2 Improved information resources

Much of this target covers 'business as usual' for the VCS partners in the OVSDP. The most important development over the next year is the launch of the 10 local information points in market towns, thus building relationships with local residents and offering them improved opportunities to access support for their projects and activities. This project will:

- provide a telephone, mail and email information service about funding opportunities, public policy, good practice and the law;
- provide a Resource Centre in Oxford with a range of information about funding opportunities, public policy, good practice and the law;
- provide information points in ten market towns with a range of information about funding opportunities, public policy, good practice and the law;
- recruit and support volunteer staff at these points;
- maintain the oxnet web portal with directory of voluntary groups and useful information for groups, including factsheets and directory of premises;
- publish regular newsletter of information relevant to local groups;
- maintain the Directory of Support Services.

The OVSDP also intends to increase its participation in the Oxfordshire Data Observatory and will carry out a feasibility study for the assembly of a rolling evidence base on social, economic and policy change, and of the role and contribution of the VCS across the county. This will take into account any work carried out at national level for LAA indicator 7 (Environment for a thriving third sector) so as to complement and not duplicate the proposed national survey.

Project 3 Support for organisational development;

The consortium's intention is to 'mainstream' the delivery of support to groups serving the 'equality strands' so that services offered under this programme are monitored for take up by BME groups and others at risk of exclusion and action plans put in place to increase participation by these groups.

Specialist development support for social enterprise is proposed through Coop Futures; details to be confirmed.

This project is supported by funding from the Big Lottery from 2008 to 2013 and a detailed business plan has been agreed with the Basis assessors. In addition, funding from local authorities is available to supplement the main grant. The plan includes:

- Support with development and fundraising issues for groups via phone, email and meetings (in depth 1-1 support for minimum 60 groups per year)
- Monthly funding surgeries in Abingdon, Faringdon and Wantage
- Regular funding surgeries in other districts using network of information points
- Outreach appointments in Oxford, focussing on most deprived wards
- Keep oxnet portal up to date with funding information
- Renew trusts section of *Guide to funding opportunities in Oxfordshire*
- Supply funding information for OCVA mailings and email alerts
- Deliver accredited Management Development Training programme once a year
- Deliver accredited Certificate in Community Volunteering (see OVSDP target 1) once a year
- Deliver programme of non-accredited workshops (6-10 pa) for staff, volunteers and committee members
- Deliver specific funding advice and capacity building support to groups working with children and young people through OCVYS
- Deliver specific support to village shop committees, village and community hall committees and community transport groups through ORCC staff so that:
 - Services and facilities are retained in communities currently served and are provided in a way that meets local needs, follows good practice guidelines and addresses sustainability
 - Services available are extended and improved
 - More rural communities have access to a service or facility
 - Volunteers are willing and have confidence to get involved in running local activities, services and facilities

Project 4 Support for community capacity building

The consortium has identified that the important issue with this workstream is to consider how to strengthen and co-ordinate support for community-led planning and other community development support across the county. There is a lack of a joined up approach between rural and urban areas and no clear pathway from community planning through to project development and implementation. We aim therefore not only to increase the quantity and quality of community planning but also to share good practice between rural and urban areas and promote access to organisational development support (see project 3) following on from the production of a plan. However, this depends to some extent on work to be undertaken by statutory partners, encompassing user-led service delivery and social and economic regeneration as well as community development, and falls outside the scope of this business plan. The main focus of this project is therefore on rural community led planning and creating pathways between VCS partners.

The project aims to empower communities and the people within them to identify the issues that affect their lives and to find their own solutions to them; to facilitate effective rural community action initiated and led by people themselves; and to increase empowerment, equality and inclusion for everyone in rural communities; so that: local needs, including minority needs, are identified in more rural communities; there are more community projects achieved to address identified local needs and improve community life and facilities, inclusion and sustainability; there are more community initiatives to draw local needs to the attention of the responsible outside agencies; more people are involved in decision making, both within and outside their communities, about the issues which affect their and their neighbours' lives. This project will therefore:

- Promote to local communities the value of producing and implementing a parish action plan
- Provide information and advice to local parish plan steering groups on how to:
 - identify needs within the community and ideas for improvements to community life and facilities
 - produce a prioritised community action plan
 - link parish plans with higher tier Strategies
 - plan and manage community action projects arising from the plan
 - involve outside agencies in addressing issues in the plan which are outside the sphere of local community action
 - conduct these activities in an inclusive, accessible and participatory way that offers opportunities for everyone in the community to have their voice heard and to be involved in decision making and collective community action
- Liaise with local authorities and other service providers to promote linkages between the outcome of parish plans and higher tier Strategies and the planning and delivery of statutory services
- Promote to local communities ideas of good inclusive practice and of projects to address the needs of people at risk of social inclusion
- Promote access to further development support from members of the OVSDP to implement projects and activities arising from plans.

Project 5 Promotion of diversity and equality

This project aims to continue the work of the ASP programme and Improving Reach project while taking account of the broader definition of equality and diversity on page 6. It is complemented by the mainstreaming of support included in project 3 above and the commitment in project 7 to Compact work focused on the needs of BME and small community groups. It will:

- Create a Diversity Forum for Oxfordshire;
- Devise and implement a local Compact Code of Practice on working with BME VCOs based on the national code, and promote it to frontline VCOs (see also project 7)
- Promote diversity awareness and good practice within VCOs, starting with members of the VCS Support Services Group
- Establish good working relationships with local authority and NHS Diversity Officers
- Identify existing cultural and diversity events and training; identify gaps and opportunities
- Develop a Diversity Training Programme for the VCS in Oxfordshire to cover basic diversity awareness, followed up by a specific focus on working with particular groups and minorities
- Produce a training programme on race, culture and disability awareness
- Monitor uptake of OVSDP services by groups at risk of exclusion and set targets for improvement
- Promote the representation of BME and other groups at risk of exclusion on strategic bodies including LSPs (see also project 7)

Project 6 Support for faith-based social and community activity

The consortium has benefited from the engagement of faith leaders in its work but recognises that the contribution of faith groups is not always visible or connected to activity in the wider community. This project is complemented by the mainstreaming of support included in project 3 above. It aims specifically to

- Visit all Churches Together groups in the county and all faith based communities and map what social and community activity they undertake.
- Create a database of all such activity with contact details and scope of the activity.
- Draw together examples of good practice.
- Assemble a 'library' of statutory requirements for specific activities and the sources of information on compliance with such requirements
- Maintain and advertise the service to faith based groups.

Project 7 Enhanced networks and partnerships and promotion of the sector

This is an essential foundation for the consortium's work and will be supported by the Capacity Builders commitment to ongoing funding for the consortium during the period of this plan. There are several discrete workstreams:

Oxfordshire Compact:

- Complete outstanding Compact codes of good practice by 2010;
- Increase number of voluntary, community and faith signatories
- Carry out marketing programme to raise awareness with VCS and statutory authorities;
- Work with the Oxfordshire County Council Compact Policy Officer in developing compliance with the Compact and its agreed codes across all Council services;
- Develop framework for monitoring Compact compliance.

Online resources:

- Support and further develop the oxnet portal as a communications and networking tool;
- Maintain directory of voluntary and community groups on oxnet.

Funding environment:

- Join up grant-giving processes across statutory funders in Oxfordshire;
- Work towards procurement and contracting regimes that do not exclude the local VCS.

Forums and partnerships:

- Establish and run a sustainable Countywide VCS Forum which provides a formal channel for communication and engagement between OVSDP, Oxfordshire County Council, Oxfordshire PCT, the Oxfordshire Partnership and other sub-regional and regional statutory bodies and the Oxfordshire VCS;
- Work with district and city councils to hold annual VCS forums;
- Facilitate and support representation by the VCS on significant partnerships and groupings, such as the Health and Well-being Partnership, by providing advice and training on roles and accountabilities and supporting the electoral process;
- Represent VCS or facilitate and enable VCS representation on Oxford Strategic Partnership and district LSPs;
- Represent the interests of Oxfordshire VCS at a countywide, regional and national level and ensure that members, relevant partnerships and non-member VCS groups are kept up to date and informed.

Public awareness and promoting the sector:

- Publish Voluntary Voice column in Oxford Times each week;
- Increase number of groups with websites on oxnet;
- Improve understanding and engagement of elected members (local councillors) with voluntary sector through events, briefings etc.

Please provide details of research into any similar or related services or projects provided by other organisations:

The Changeup survey work in 2004/2005 and 2005/2006 and the subsequent consultation process via district and county-wide VCS forums and discussions within the BME and specialist networks established that there was an extensive unmet demand for support services – both basic and more advanced - as well as geographical gaps in coverage in both rural areas and market towns. The IDP 2006 proposals were a response to these findings. The survey found that some groups did obtain some information online, or from neighbouring or national providers, but often these groups were 'making do' without any clear idea of what support was available even within their own county. The Changeup work concluded that while the gaps in service availability were very evident, there was little or no duplication of effort within Oxfordshire, or between support providers based in Oxfordshire and in adjacent counties. Research conducted by OCVA and colleagues in Milton Keynes and Bucks into training needs showed that organisations access training at national level when they can afford it but there remains a real need for local, affordable training. A subregional event held in March 2007 demonstrated that there is however virtually no demand for training open to MKOB as a whole. RAISE works to support groups across the south-east and the OVSDP has drawn on RAISE

research findings and has worked in partnership with RAISE on Oxfordshire events. The OVSDP is aware of the work of the national hubs and the Regional Infrastructure consortium and makes use of the reference materials produced by for example the Finance hub. OCVA buys in training where appropriate from national providers e.g. DSC and Fit4Funding to offer locally, and has negotiated the use of factsheets from other CVSs for the oxnet portal.

What are the key targets that you plan to achieve within each of the three years?

Note that many of the targets are incremental, so that while the ‘case loads’ of the workers within lead organisations do not necessarily increase year on year , each year new groups are supported (e.g. 50 groups supported each year gives a total of 150 over three years).

Project 1 Support for volunteering

Year	Key targets
2008 – 2009	<p><i>General volunteer brokerage services:</i> 900 potential volunteers make contact 650 volunteering opportunities advertised 150 vulnerable volunteers have 1-1 interviews 150 frontline organisations supported with good practice advice and information Cherwell CVS finalises implementation of Vbase system Certificate in Community Volunteering run once with 6 vulnerable volunteers achieving qualification</p> <p><i>V project for young people:</i> Short term opportunities created 1000; Part time opportunities created 750; Full time opportunities created 25; Total – 1775. Young people brokered into new opps 875. Total number of existing opps 400. Total 1275</p>
2009 - 2010	<p><i>General volunteer brokerage services:</i> 900 potential volunteers make contact 650 volunteering opportunities advertised 150 vulnerable volunteers have 1-1 interviews 150 frontline organisations supported with good practice advice and information Cherwell CVS attains accreditation with Volunteering England Certificate in Community Volunteering run once with 6 vulnerable volunteers achieving qualification</p> <p><i>V project for young people:</i> Short term opps created 1300; Part time opps created 1250; Full time opps created 55; Total – 2650. Young people brokered into new opps 1550; Total number of existing opps 650; Total 2200</p>
2010 - 2011	<p><i>General volunteer brokerage services:</i> 900 potential volunteers make contact 650 volunteering opportunities advertised 150 vulnerable volunteers have 1-1 interviews 150 frontline organisations supported with good practice advice and information Certificate in Community Volunteering run once with 6 vulnerable volunteers achieving qualification</p>

	<p><i>V project for young people:</i> Short term opps created 1500; Part time opps created 1200; Full time opps created 100; Total – 2800. Young people brokered into new opps 1075; Total number of existing opps 450; Total 1525</p>
--	---

Project 2 Improved information resources

Year	Key targets
2008 – 2009	<p>9/10 outreach points operational in market towns or 9 plus mobile service piloted in villages Implement marketing campaign for outreach points 100 groups countywide (50 within the City, 50 in the rest of the county) recorded as accessing information service Good practice information mailed to minimum 300 organisations six times a year through OCVA newsletter 25 new factsheets or similar on oxnet website Complete feasibility study of options for linking VCS access to the Oxfordshire Data Observatory, and providing rolling information on VCS characteristics and contribution oxnet partners (ORCC, Cherwell CVS, Volunteer LinkUp) develop systems for adding information to complement OCVA input to website</p>
2009 - 2010	<p>Evaluation report on market town points Renew successful market town points 100 groups countywide (50 within the City, 50 in the rest of the county) recorded as accessing information service Good practice information mailed to minimum 300 organisations six times a year through OCVA newsletter 25 new factsheets or similar on oxnet website</p>
2010 - 2011	<p>100 groups countywide (50 within the City, 50 in the rest of the county) recorded as accessing information service Good practice information mailed to minimum 300 organisations six times a year through OCVA newsletter 25 new factsheets or similar on oxnet website</p>

Project 3 Support for organisational development

Year	Key targets
2008 – 2009	<p>OCVA 1-1 support for 60 groups Outreach visits including 3 per month to Vale and one to South Oxon Pilot mobile service with visits to 2 different estates in Oxford 6 non-accredited training workshops for minimum 5 participants each Accredited management programme for minimum 10 VCS managers Monthly email funding alert on oxnet, accessible to minimum 2,000 groups Mailing of printed funding news advertising web-based resources to 2,000 groups Average 5 partnership initiatives facilitated by development workers <i>Guide to Funding Opportunities in Oxfordshire</i> updated</p>

	<p>ORCC</p> <ul style="list-style-type: none"> • 12 quarterly newsletters to client groups • Production and up-dating of information sheets and publications, as required • 12 training/networking meetings for client groups • Advice services on case-by-case basis available by phone, e-mail and visits to 400+ existing client organisations and to new start-ups
2009 - 2010	<p>OCVA</p> <p>1-1 support for 60 groups</p> <p>Outreach visits including 3 per month to Vale and one to South Oxon</p> <p>Extend pilot mobile service with visits to 3 more estates in Oxford</p> <p>10 frontline client organisations attain quality standards</p> <p>6 non-accredited training workshops for minimum 5 participants each</p> <p>Accredited management programme for minimum 10 VCS managers</p> <p>Monthly email funding alert on oxnet, accessible to minimum 2,000 groups</p> <p>Mailing of printed funding news advertising web-based resources to 2,000 groups</p> <p>Average 5 partnership initiatives facilitated by development workers</p> <p><i>Guide to Funding Opportunities in Oxfordshire</i> updated</p> <p>ORCC</p> <p>See above (these are ongoing needs requiring ongoing services)</p>
2010 - 2011	<p>OCVA</p> <p>1-1 support for 60 groups</p> <p>Outreach visits including 3 per month to Vale and one to South Oxon</p> <p>Review Oxford mobile service and decide future provision</p> <p>10 frontline client organisations attain quality standards</p> <p>6 non-accredited training workshops for minimum 5 participants each</p> <p>Accredited management programme for minimum 10 VCS managers</p> <p>Monthly email funding alert on oxnet, accessible to minimum 2,000 groups</p> <p>Mailing of printed funding news advertising web-based resources to 2,000 groups</p> <p>Average 5 partnership initiatives facilitated by development workers</p> <p><i>Guide to Funding Opportunities in Oxfordshire</i> updated</p> <p>ORCC</p> <p>See above (these are ongoing needs requiring ongoing services)</p>

Project 4 Support for community capacity building

Year	Key targets
2008 – 2009	At least 45 communities have received initial one to one advice and guidance on promoting parish planning; At least 30 communities are engaged in a parish plan project with CDW support; At least 6 completed parish plans published; Support for implementation of at least 8 completed parish plans; Participation in at least 6 meetings of the Parish Plan Reference Group.
2009 - 2010	See above – this is a rolling programme of parish plan promotion and support. Only 60 parishes have so far undertaken a parish planning project and this work is ongoing in order to spread the benefits of parish

	planning to as many rural communities as possible.
2010 - 2011	See above.

Project 5 Promotion of diversity and equality

Year	Key targets
2008 – 2009	Organise consultative conference on the establishment of a Diversity Forum; organise process for development and adoption of Code of Practice on working with BME groups for OVSDP members; initiate a programme of diversity awareness training for all VCS members of the OVSDP, pilot with 15 frontline groups.
2009 - 2010	Establish Diversity Forum; promote Code of Practice in working with BME groups to front line groups, and gain sign up from 50 groups; roll out diversity awareness training for front-line VCOs at county level to 30 groups; Set targets and develop monitoring system for take-up of support services by groups at risk of exclusion.
2010 - 2011	Provide diversity awareness training for 50 front-line VCOs at district level; gain sign up for Code of Practice from 100 groups; fully implement targets and monitoring system for take up of support services by excluded groups; pilot this programme with 5 significant front-line service providers.

Project 6 Information and support for faith-based social and community activity

Year	Key targets
2008 – 2009	Identify and create contact database for all Churches Together groups and other faith groups with description of activities; commission report based on this data showing the significance of faith-based community and social activity; establish which groups are interested in sharing information and/or receiving information and support.
2009 - 2010	Prepare and distribute 1 briefing on available support services; 2 newsletters covering faith-based social and community activity; commence pilot programme of visits to (50) faith groups interested in contact.
2010 - 2011	Continue programme of information and contact building (50 groups); explore demand for specific support services.

Project 7 Enhanced networks and partnerships and promotion of the voluntary and community sector

Year	Key targets
2008 – 2009	Maintain and develop consortium according to improvement plan 5 District forums at least once a year (target average 40 attendees per forum by year 3) County forum at least once a year (target 50 attendees by year 3) Provide advice and training on roles and accountabilities and support the electoral process for VCS representation on strategic bodies Annual roundtable (involving elected members) on the state of the local VCS, to include gaps in support and mechanisms for addressing these Establish baseline of number of VCS Compact signatories and raise awareness so as to obtain 50% more signatories Work with county council Compact policy officer to improve Compact compliance and develop framework for monitoring this

	<p>Compact code of practice on working with BME groups researched and published</p> <p>50 additional users registered with oxnet</p> <p>Voluntary Voice column appears in Oxford Times each week</p>
2009 - 2010	<p>Maintain and develop consortium according to improvement plan</p> <p>5 District forums at least once a year (target average 40 attendees per forum by year 3)</p> <p>County forum at least once a year (target 50 attendees by year 3)</p> <p>Provide advice and training on roles and accountabilities and support the electoral process for VCS representation on strategic bodies</p> <p>Annual roundtable (involving elected members) on the state of the local VCS, to include gaps in support and mechanisms for addressing these</p> <p>Annual review of representation by VCS organisations on key strategic bodies within the County, sub-regionally and regionally</p> <p>Annual review of representation by VCS organisations on key strategic bodies within the County, sub-regionally and regionally</p> <p>50 additional users registered with oxnet</p> <p>Review Compact awareness campaign and set target to obtain more signatories</p> <p>Conduct annual review of Compact compliance and issues</p> <p>Compact codes of practice on working with small community groups and volunteering researched and published</p> <p>Voluntary Voice column appears in Oxford Times each week</p>
2010 - 2011	<p>Maintain and develop consortium according to improvement plan</p> <p>5 District forums at least once a year (target average 40 attendees per forum by year 3)</p> <p>County forum at least once a year (target 50 attendees by year 3)</p> <p>Annual roundtable (involving elected members) on the state of the local VCS, to include gaps in support and mechanisms for addressing these</p> <p>Annual review of representation by VCS organisations on key strategic bodies within the County, sub-regionally and regionally</p> <p>Conduct annual review of Compact compliance and issues</p> <p>Provide advice and training on roles and accountabilities and support the electoral process for VCS representation on strategic bodies</p> <p>50 additional users registered with oxnet</p> <p>Review of efficacy of forums</p> <p>Voluntary Voice column appears in Oxford Times each week</p>

Please provide a risk assessment of the business plan: [including how risks will be contained and mitigated]

Description of risk	Impact	Probability	Existing controls and action required to mitigate the risk	Lead responsibility
The programme fails to deliver the quality and range of services that front line groups need and/or expect.	High. If the Partnership fails to monitor and ensure that service providers listen and deliver, then the purpose of the whole programme is frustrated.	Low, provided that the resources to undertake the programme are available. Medium when the resource issue is taken into account.	The Partnership will move from a strategic planning role to a monitoring and reviewing role as the programme gets under way; will promote the take-up of recognised quality standards by all infrastructure bodies, as a first stage in encouraging take-up by the sector more generally; will seek to negotiate resources to fulfil the key elements of the programme, and to support the programme's management and administration.	The Partnership and individual support providers
There is a breakdown in relationships within the partnership	High - A fundamental principle of the Partnership and the IDP would be in breach.	Low in the short term (2008 – 2011) to medium in the longer term (2011 – 2014) - will depend on the continued support of Partnership members and front-line groups. Apathy is more likely to be a risk than conflict although neither can be ruled out.	Partnership protocols have been signed between VCS members and are to be reviewed in Jan 2008; the terms of reference have been agreed; an active and ongoing programme of communication and consultation is to be maintained; the business planning and monitoring framework will help to keep the programme in check.	The partnership and individual support providers
The programme loses impetus because of a lack of leadership or because initial leadership is lost	High. Without effective and committed leadership, the programme will flounder	Low for the Partnership as a whole; low to medium for individual organisations	The Partnership should monitor the wellbeing of the organisations that are involved in delivering the programme; and provide advice and support where needed; engagement with the programme must be at	Trustees of the VCS support service providers who will need to support and sustain their senior managers; Partnership members and senior managers in public bodies

			a senior level; the Partnership should also encourage high level involvement from stakeholders through partnership and promotion.	involved with the Partnership
Insufficient funding is obtained to deliver the programme, or particular proposals and actions within the programme	Medium to high – some parts of the programme are funded but others are not. Without funding these projects would not start, and without continued funding existing projects might close. In either case, the programme would not satisfy the needs of front line VCOs and the communities that they serve, or would be unsustainable.	Volunteering – medium to high in this plan period; Information – low to medium in this plan period; Organisational development – low in this plan period; Community Capacity Building - medium to high in this plan period Diversity and equality – very high – no funding so far secured; Support for faith-based social and community activity – high: no funding so far secured Networks and partnerships - low in this plan period.	The Partnership will: make the case locally, regionally and nationally for why good infrastructure support is a necessary pre-condition for an effective VCS; develop a funding strategy based on the principle of a mixed economy; will continue to ensure that any proposals put forward for funding are based in real need, well thought through, and backed by a viable business plan.	The Partnership and lead organisations
Lack of a supportive national and local political environment	Medium. To some extent, there is independent funding available to support the programme, and very basic delivery some projects could be undertaken within existing resources in the plan period.	Medium to high. For national policy, the risk is low to medium in the plan period; for local policy the risk is medium but varies between authorities; member buy-in is critical (high) and has yet to be achieved in some areas.	The Partnership will actively promote cross-sector partnership and promote the value of the VCS contribution locally, and at the regional level. Senior officer and member buy-in will be encouraged via the annual round table review process.	The Partnership will actively promote cross-sector partnership and promote the value of the VCS contribution locally, and at the regional level.

Annexes [templates to be provided in due course for all items marked with *]

1. Milestones and targets for what will be achieved within a set timetable*
2. Which organisations are likely to manage and/or lead the projects?
3. Summary of how the organisations will monitor the outputs and outcomes*
4. Summary of consortium costs showing aggregate costs for identified projects* [budgets for each priority project will have been drawn up and kept by the consortium but do not need to be attached to the business plan]
5. Estimated staff requirements [including the skills of main people involved in the projects]
6. Summary of a fund-raising plan with important dates*
7. Summary of a marketing plan with important dates*
8. Consortium structure
9. Track record of delivering similar projects
10. Summary of the consortium membership



Annex 10

SUMMARY OF OVSDP CONSORTIUM MEMBERSHIP at 31/12/2007

Organisation	Lead Person	Telephone	Email	Member of VCS Support Services Group?
Oxford Anglican Diocese	Rt Revd Colin Fletcher, Bishop of Dorchester (Chair)	01865 375541	bishopofdorchester@oxford.anglican.org	✓
OCVA	Alison Baxter Kate Hill	01865 251946	alison.baxter@ocva.org.uk kate.hill@ocva.org.uk	✓
Oxfordshire PCT	Bryony Brown	01865 336876	bryony.brown@oxfordshirepct.nhs.uk	
Volunteer Link-Up	Pat Chirgwin	01993 776277	westoxonvb@freeuk.com	✓
South Oxfordshire District Council	Helen Crofts	01491 823705	helen.crofts@southoxon.gov.uk	
Oxfordshire County Council	Gwen Davies	01865 810133	gwen.davies@oxfordshire.gov.uk	
Cherwell CVS	Jim Flux	01869 338153	jimflux@tiscali.co.uk	✓
Churches Together in Oxfordshire	Bede Gerrard	01865 723801	bjg@waitrose.com	✓
Cherwell District Council	Grahame Helm	01295 252535	grahame.helm@cherwell-dc.gov.uk	
Oxfordshire County Council (C & YP)	Anne James	01865 793064	anne.james@oxfordshire.gov.uk	
Oxford City Council	Val Johnson	01865 252209	vjohnson@oxford.gov.uk	
West Oxfordshire District Council	Dene Robson	01993 861481	dene.robson@westoxon.gov.uk	
Oxfordshire Children's and Voluntary Youth Services	Colette Selwood	01865 815503	ocvys@oxfordshire.gov.uk	✓
Oxfordshire Rural Community Council	Meryl Smith	01865 883488	meryl.smith@oxonrcc.org.uk	✓



Oxfordshire Racial Equality Council	Patrick Tolani	01865 791891	patrick@oxrec.org	✓
Vale of White Horse District Council	Toby Warren	01235 547695	toby.warren@whitehorsedc.gov.uk	
Co-operative Futures	Jo White	07879 415550	jo.white@co-operativefutures.coop	✓

ANNEX 2

Which organisations are likely to manage and/or lead the projects?

Project	Lead organisations
1. Support for volunteering	Oxfordshire Community and Voluntary Action Cherwell CVS Volunteer LinkUp West Oxfordshire Oxfordshire Children's and Voluntary Youth Services
2. Improved information resources	Oxfordshire Community and Voluntary Action
3. Support for organisational development	Oxfordshire Community and Voluntary Action Oxfordshire Rural Community Council
4. Support for community capacity building	Oxfordshire Rural Community Council Local authorities
5. Promotion of diversity and equality	Oxfordshire Voluntary Sector Development Partnership, with Oxfordshire Racial Equality Council and diversity champions
6. Support for faith-based social and community activity	Churches Together in Oxfordshire
7. Enhanced networks and partnerships, and promotion of the voluntary and community sector	Oxfordshire Voluntary Sector Development Partnership and its lead body OCVA

Annex 3 Monitoring

All projects will be monitored by the Consortium through reports submitted at its quarterly meetings. This will enable Consortium members to support each other by flagging up good practice that can be shared and helping to devise solutions to any problems that arise.

The oxnet correspondence tracker facility will be available to OCVA, ORCC, Cherwell CVS and Volunteer LinkUp to keep records of frontline groups supported. This facility enables workers to export Excel reports of clients, dates, support given and time spent.

Funders will have their own requirements for monitoring and these will of course be met. If funders are members of the consortium, they will be encouraged to consolidate their monitoring requirements in ways that reduce as far as possible the need to present the same information in different formats.

Likewise, regular reports submitted to the trustee boards of individual organisations (e.g. OCVA bi-monthly trustee reports) will be designed to reflect external reporting requirements so as to reduce duplication of effort.

Staff supervision and appraisal systems within individual organisations will be used to monitor those projects for which staff have responsibility.

Specific monitoring in addition to the above will be carried out for the individual projects as follows.

Project	Methodology
1. Support for volunteering	<p>Vbase statistical reports on numbers of potential volunteers making contact, number of volunteers referred on to opportunities, numbers of opportunities, and numbers of volunteer-involving organisations advertising opportunities. These will be further broken down by age, gender, ethnicity, disability.</p> <p>Training and events: Booking and attendance and feedback sheets from events.</p> <p>Accredited training: Training externally moderated by ASDAN.</p> <p>Marketing and promotion of volunteering: Press and media cuttings file.</p> <p>Good practice: Support agreements signed with groups for extended good practice support.</p> <p>Young persons' volunteering: Quarterly monitoring forms for v; allocated v person supervising programme.</p>
2. Improved information resources	<p>Evaluate customer satisfaction with the delivery of the service and the quality and relevance of information being provided to VCS organisations through: OCVA annual membership survey; feedback through the Resource Centre and Information Points (visitor books and boxes for completed feedback sheets); mystery shopper exercises. Include data on take up by groups at risk of exclusion</p>

<p>3. Support for organisational development</p>	<p>Support agreements with client groups setting out expectations on both sides and support agreement follow-up questionnaires. Redesign to report specific improvements such as new policies, constitutions, legal structures, quality standards, successful funding.</p> <p>Annual survey: Groups report positive outcomes e.g funding obtained, improved policies etc.</p> <p>Include data on take up by groups at risk of exclusion.</p>
<p>4. Support for community capacity building</p>	<p>Community Development Workers keep records of casework and track the progress of every parish plan project in progress in conjunction with the Parish Plan Reference Group. The outcomes of completed parish plans will be entered onto a database linking them to the themes in higher tier Sustainable Communities Strategies.</p>
<p>5. Promoting diversity and equality</p>	<p>Bi-monthly meetings will be used to monitor progress; The BME Forum has been adopted as a reference group which will inform, advice and signpost the process; Quarterly review on involvement of ASP agencies in statutory consultation processes. Regular report back to the BME forum, Oxfordshire Partnership and OVSDP; Employ the services of an independent M&E consultant to review the 2008-2011 ASP intervention programme.</p> <p>VCS Support Services group members to monitor take up of their services by groups at risk of exclusion and set targets for improvement (see above).</p>
<p>6. Information and support for faith-based social and community activity</p>	<p>Basic information on geographical coverage, contact with groups, information about groups on database; target dates for publications and meetings; statistics on circulation and participation rates.</p>
<p>7. Enhanced networks and partnerships and promotion of the voluntary and community sector</p>	<p>Minutes of LSP and other strategic meetings refer to VCS input. Annual review of partnerships.</p> <p>Record number of Compact signatories. Annual review of Compact-related activity and compliance.</p> <p>Records of number of new groups registering on oxnet each year; participation in county-wide VCS forum and district forums.</p> <p>Press cuttings file to include Voluntary Voice columns and other coverage of VCS activity and issues.</p> <p>Specific data to be recorded on participation of groups at risk of exclusion.</p>

Annex 4

OXFORDSHIRE VOLUNTARY SECTOR DEVELOPMENT PARTNERSHIP BUSINESS PLAN 2008 / 2011

	Information	Diversity and equality	Volunteering	Organisational development						Community capacity building	Faith-based activity	Networks, Partnerships and Promotion of the VCS*	SUMMARY	
				Volunteering OCVA	Volunteering Etc Cherwell	Volunteer Link Up	OCVYS	Volunteering sub-total	OCVA					ORCC
Staff Costs														
2008 / 2009	29,283	29,283	32,200	13,500	41,332	134,520	221,552	85,336	55,062	140,398	110,124	50,000	40,658	621,298
2009 / 2010	30,162	30,162	33,166	29,000	42,572	138,556	243,294	89,895	56,713	146,608	113,426	51,500	41,199	656,350
2010 / 2011	31,067	31,067	34,161	30,000	43,849	142,712	250,722	94,633	58,415	153,048	116,830	53,045	41,755	677,534
TOTAL	90,512	90,512	99,526	72,500	127,754	415,788	715,568	269,864	170,190	440,054	340,380	154,545	123,612	1,955,183
Volunteer costs														
2008 / 2009	0	2,500	500	1,500	200	0	2,200	3,600	0	3,600	0	3,000	0	11,300
2009 / 2010	0	2,500	515	1,650	210	0	2,110	5,191	0	5,191	0	3,090	0	12,891
2010 / 2011	0	2,500	530	1,800	215	0	2,265	5,347	0	5,347	0	3,183	0	13,295
TOTAL	0	7,500	1,545	4,950	625	0	6,575	14,138	0	14,138	0	9,273	0	37,486
Direct running costs														
2008 / 2009	11,460	27,820	23,400	4,545	12,860	37,165	77,970	38,729	24,640	63,369	49,280	0	21,678	251,577
2009 / 2010	27,208	28,567	21,650	4,860	13,246	33,135	72,891	35,393	25,379	60,772	50,758	0	15,118	255,315
2010 / 2011	17,155	29,335	21,710	5,075	13,643	34,151	74,579	43,066	26,140	69,206	52,281	0	15,954	258,511
TOTAL	55,823	85,722	66,760	14,480	39,749	104,451	225,440	117,188	76,160	193,348	152,320	0	52,750	765,402
Contribution to central overheads														
2008 / 2009	12,556	3,500	12,556	0	9,200	23,000	44,756	36,929	24,297	61,226	48,596	0	12,556	183,190
2009 / 2010	12,933	3,500	12,556	0	9,476	23,691	45,723	38,037	25,026	63,063	50,054	0	12,933	188,205
2010 / 2011	13,321	3,500	12,556	0	9,760	24,448	46,764	39,178	25,776	64,954	51,555	0	13,321	193,415
TOTAL	38,809	10,500	37,668	0	28,436	71,139	137,243	114,144	75,099	189,243	150,205	0	38,809	564,810
Total Project Costs														
2008 / 2009	53,299	47,320	68,656	19,545	63,592	194,685	346,478	164,594	103,999	268,593	208,000	53,000	74,892	1,051,582
2009 / 2010	70,303	63,567	67,622	35,510	65,504	195,382	364,018	168,516	107,118	275,634	214,238	54,590	69,250	1,111,599
2010 / 2011	61,543	65,335	68,677	36,875	67,468	201,311	374,330	182,224	110,331	292,555	220,667	56,228	71,029	1,141,687
TOTAL	185,144	176,222	204,954	91,930	196,564	591,378	1,084,826	515,334	321,449	836,783	642,905	163,818	215,171	3,304,869
Existing or approved funding														
2008 / 2009	52,745	0	16,002	15,400	49,797	194,685	275,884	168,221	88,450	256,671	43,190	0	49,105	677,595
2009 / 2010	35,146	0	11,176	12,750	51,292	195,382	270,600	162,197	89,735	251,932	44,486	0	23,214	625,377
2010 / 2011	31,536	0	7,374	13,920	52,829	201,311	275,434	137,231	91,053	228,284	45,820	0	23,283	604,356
TOTAL	119,426	0	34,551	42,070	153,918	591,378	821,917	467,649	269,238	736,887	133,496	0	95,602	1,907,329
Additional funding required														
2008 / 2009	-554	-47,320	-52,654	-4,145	-13,795	0	-70,594	3,627	-15,549	-11,922	-164,810	-53,000	-25,787	-373,987
2009 / 2010	-35,157	-63,567	-56,446	-22,760	-14,212	0	-93,418	-6,319	-17,383	-23,702	-169,753	-54,590	-46,036	-486,222
2010 / 2011	-30,007	-65,335	-61,303	-22,955	-14,639	0	-98,897	-44,993	-19,278	-64,271	-174,846	-56,228	-47,747	-537,331
TOTAL	-65,718	-176,222	-170,403	-49,860	-42,646	0	-262,909	-47,685	-52,211	-99,896	-509,409	-163,818	-119,569	-1,397,540

* Includes Consortium management. Figures do not include the £27,000 available from Capacitybuilders subject to approval of the Strategy and Business Plan, which would form part of the income for this work stream.

ANNEX 5 Estimated staff requirements

TOTAL STAFF REQUIREMENTS

Year	Staff (Full-time equivalents)	Volunteers (FTEs)
2008/2009	21.2	18.5
2009/2010	21.7	19.5
2010/2011	21.7	19.5

Skills required for all jobs include:

- Experience of working with voluntary/community groups;
- Good verbal and written communication skills including IT
- Good interpersonal skills
- Able to work reliably on own initiative
- Able to contribute effectively as member of small team
- Commitment to equal opportunities and understanding of the needs of disadvantaged individuals and communities.

Project 1 Support for volunteering

Year	Staff (FTEs)	Skills required	Volunteers (FTEs)
2008/2009	8 (<i>includes v team of 5</i>)	Excellent understanding of the relationship between volunteers and host organisations and what makes a positive volunteering experience; good understanding of relevant legislation and good practice in volunteering; good project management skills. <i>For v project:</i> experience and understanding of working with and motivating young people	8.5
2009/2010	8.5 (<i>includes v team of 5</i>)		8.5
2010/2011	8.5 (<i>includes v team of 5</i>)		8.5

Project 2 Improved information resources

Year	Staff (FTEs)	Skills required	Volunteers (FTEs)
2008/2009	1	Knowledge of key issues affecting the development of voluntary organisations; good computer skills with experience of maintaining web content; well-organised, with an interest in systems.	0
2009/2010	1		0
2010/2011	1		0

Project 3 Support for organisational development

Year	Staff (FTEs)	Skills required	Volunteers (FTEs)
2008/2009	5 ¹	Knowledge of sources of funding for voluntary and community groups and the fundraising process; knowledge of key issues affecting the development of voluntary organisations; ability to travel within Oxfordshire. <i>For specific posts (transport, shops, village halls):</i> understanding of issues related to these groups or ability to learn. <i>Volunteers at info points:</i> sociable and computer literate, preferably with an active interest in their local community.	3
2009/2010	5		4
2010/2011	5		4

Project 4 Support for community capacity building

Year	Staff (FTEs)	Skills required	Volunteers (FTEs)
2008/2009	4	Experience and good working knowledge of community development in rural areas; partnership working.	0
2009/2010	4		0
2010/2011	4		0

Project 5 Promotion of diversity and equality

Year	Staff (FTEs)	Skills required	Volunteers (FTEs)
2008/2009	1	<i>Staff:</i> Community development; basic research, writing and presentation skills as well as stakeholder management skills. <i>Volunteers:</i> Community engagement skills.	2
2009/2010	1		2
2010/2011	1		2

Project 6 Support for faith-based social and community activity

Year	Staff (FTEs)	Skills required	Volunteers (FTEs)
2008/2009	1.2	<i>Staff:</i> Supervisory skills; research. <i>Volunteers:</i> data collection and input.	5
2009/2010	1.2		5
2010/2011	1.2		5

¹ These figures do not include staff at OCVYS working with children's and young people's organisations nor at Cooperative Futures working with social enterprises



Project 7 Enhanced networks and partnerships and promotion of the voluntary and community sector

Year	Staff (FTEs)	Skills required	Volunteers (FTEs)
2008/2009	1	Tact, diplomacy and the ability to deal successfully with conflict; experience of project and budget management with defined outcomes to be achieved in a limited time period; understanding of the key issues facing the voluntary and community sector, including infrastructure bodies; good understanding of the way local authorities and other local and regional public sector bodies are structured and function; ability to work well under pressure with good skills in managing and prioritising workload; experience of commissioning and managing work to be undertaken by other organisations or consultants; ability to work effectively with committees, partnerships and other collective decision making bodies.	0
2009/2010	1		0
2010/2011	1		0

Annex 6 Fundraising plan

Project	Lead Agency	Funder	Application deadline	Decision date
1. Support for volunteering	Volunteer LinkUp	Basis (Big Lottery) 2008-11 County council, West Oxon DC, parish and town councils (renewal of annual grants)	July 2007	21/12/07 March 08
	Cherwell CVS	Cherwell DC Banbury town council County council (renewal of annual grants)		March 08
	OCVYS	V (opportunities for young people) 2008-2011	Jan 08	Feb 08
	OCVA	Local Area Agreement 2008-2011	Dec 07	March 08
		PCT renewal of annual grant	Commissioned	March 08
		South Oxon DC grant 2007-2010		Feb 07
		Vale DC grant Lloyds TSB grant 2007/08 Earned income	Feb 08 N/a	March 08 Dec 06
2. Improved information resources	OCVA	City council 2008-2011	Commissioned	Feb 08
		County council (renewal of annual grant - to be tendered from 2009)	Commissioned	Feb 08
		PCT (renewal of annual grant)	Commissioned	March 08
		South Oxon DC grant 2007-2010 Earned income		Feb 07
3. Support for organisational development	OCVA	Basis (Big Lottery) 2008-13	July 2007	21/12/07
		Vale DC contract renewal 2008-09	Jan 08	Feb 08
		City council 2008-2011	Commissioned	Feb 08
		County council (renewal of annual grant - to be tendered from 2009)	Commissioned	Feb 08
		South Oxon DC grant 2007-2010 Earned income		Feb 07 N/a
	ORCC	County & district councils (renewal of annual grants)		Feb 08

4. Support for community capacity building	ORCC	<p>2 <i>existing workers</i>: County & district councils & Defra SLAs (if renewed at existing levels) plus new bids: Leader + Charitable trusts PCT</p> <p>2 <i>additional workers</i>: Support for community led planning has been flagged up as a priority in the County Sustainable Community Strategy feeding into the preparation of the new LAA and also in District Strategies. We are therefore hoping that the need to strengthen community development support will be recognised by the Public Service Board when allocating resources, including a review and possible redeployment of existing resources within the county.</p>	<p>Dec 07</p> <p>Jan 08 Jan 08 Dec 07</p>	March 08
5. Promotion of diversity and equality	OREC	Improving Reach	Jan 08	March 08
6. Support for faith-based social and community activity	Churches Together in Oxfordshire	None currently identified		
7. Enhanced networks and partnerships, and promotion of the voluntary and community sector	OCVA	<p>Capacity Builders (consortium fund) City council 2008-2011 County council (renewal of annual grant - to be tendered from 2009) PCT (renewal of annual grant) Earned income</p>	<p>Commissioned</p> <p>Commissioned Commissioned</p> <p>Commissioned</p> <p>N/a</p>	<p>Feb 08</p> <p>Feb 08 Feb 08</p> <p>March 08</p>

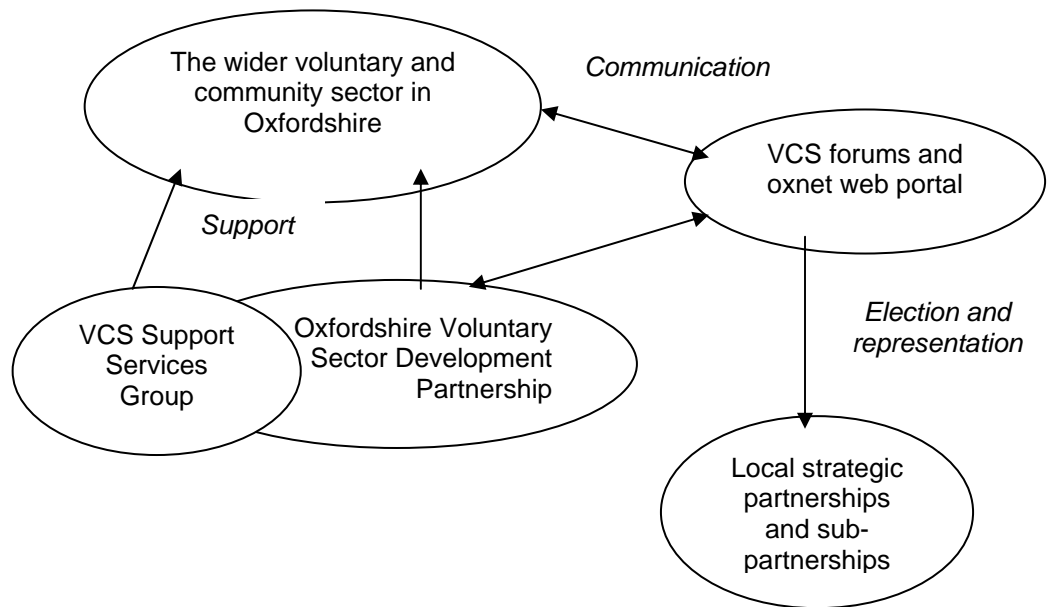
Annex 7 Marketing plan

Target Audience	Objective	Methodology	Timeframe
Voluntary and community groups who are current members of one of the VCS Support Services group	Increase take up of support services Obtain feedback for improved design and delivery of support services	Oxnet website and websites of OVSDP members Direct mail of newsletters and flyers from OCVA, Cherwell CVS, Volunteer LinkUp, OCVYS, ORCC We will continue to offer special rates to members and look at introducing a customer loyalty scheme	Weekly updates Varying intervals (OCVA monthly mailing)
VCS groups who appear on the oxnet database but are not members of OCVA or other Support organisation	Increase take up of support services Obtain feedback for improved design and delivery of support services	Direct mail Word of mouth and partnership referrals Advertising in local media News releases	Twice a year to entire database
VCS groups who are not currently engaged with the OVSDP	Increase take up of support services Obtain feedback for improved design and delivery of support services	Direct mail Leaflets and posters distributed to libraries, community centres and other public places Word of mouth and partnership referrals Use of community networks News releases	At least once a year to target 2,000 addresses
Groups at risk of exclusion (includes BME, faith groups, and others targeted by previous ASP programme)	Increase take up of support services Obtain feedback for improved design and delivery of support services	Leaflets in Easy Read and community languages Word of mouth and partnership referrals Use of community networks and venues e.g. day centres, clubs and places of worship	Annual review of publicity materials to ensure appropriateness

Members of the general public who want to volunteer	Increase number of potential volunteers coming forward and number of successful matches Increase local donations to Oxfordshire charities	Leaflets and posters distributed to libraries, community centres and other public places, advertising in local press, entry in yellow pages etc. (The Volunteer Centre will maintain a distinct identity and continue to benefit from branding and marketing materials supplied via Volunteering England.) Regular column in the <i>Oxford Times</i> featuring a different voluntary or community group or event each week	Annual review of advertising methods and their success Weekly
Young people	Promote volunteering to 16-25s and increase number who volunteer	Engagement work of V team with organisations that work with young people (including schools, colleges and universities) Specific website Recognition events	Ongoing 3 a year
Communities who have not previously been engaged in a community led planning project	Increase the number of communities who are supported to build their capacity through community led planning	Word of mouth Direct mailings to a range of community groups who might want to take the initiative Articles in Partners' publications and websites News releases	Ongoing Annual review of these methods and their success
Vulnerable people who will use volunteering to improve their life chances and skills	Promote volunteering to vulnerable people seeking positive activities	Outreach work with organisations supporting vulnerable people e.g. day centres, hostels	Target 6 a year
Local businesses and other employers	Promote the setting up of employee volunteering schemes Lobby for other support from businesses for local voluntary organisations	Personal contact and visits; use of good practice examples of existing employer schemes; liaison with Oxfordshire Economic Partnership	Target 6 a year

Local councillors	Raise awareness of local voluntary groups and of the need for support services for these groups	Active participation in LSPs, Public Service Board and other strategic partnership bodies Invitations to chair or participate in forums Receptions and launch events for information points Community lunches Regular newsletter from consortium Newsletters from members of OVSDP	As scheduled Annually As appropriate occasions arise Twice a year According to regular schedules
Officers in local authorities and PCT	Raise awareness of local voluntary groups and of the need for support services for these groups	Active participation in LSPs, Public Service Board and other strategic partnership bodies Invitations to chair or participate in forums Receptions and launch events for information points Community lunches Regular newsletter from consortium Internal communication through statutory reps on OVSDP	As scheduled Annually As appropriate occasions arise Twice a year According to regular schedules
Regional and national bodies	Promote interests of Oxfordshire VCS in regional and national planning	Membership of national umbrella bodies e.g. NAVCA, ACRE, RAISE, SERCC, NCVO Response to consultations and policy documents Newsletters and news releases to local MPs	Ongoing

ANNEX 8
OVSDP Consortium structure



ANNEX 9

Track record of delivering similar projects

The following are some recent examples but do not constitute a comprehensive list. All projects met and many cases exceeded their targets.

Organisation	Project
OCVA, Cherwell CVS, Volunteer LinkUp	Capacity Builders project 2006-08 Support for Volunteering
OVSDP (lead body OCVA)	Capacity Builders consortium development 2006-08
OVSDP (lead body ORCC, forum project led by OCVA)	Consortium development and Infrastructure plan 2005-06 with VCS forum project
OCVA	ChangeUp early spend project focused on Didcot and Bicester 2004 Filling the gaps follow up project 2006
OCVA	LSC ESF contract 2004-06 for delivery of training LSC contract 2003-04
OCVA ORCC	Single Regeneration Budget project (How2) 2002-06 to develop social enterprise
OCVA	Funding advice in Vale of White Horse 2007-08 funded by Vale DC Funding advice to Learning disability groups 2005-08 funded by Learning Disability Partnership Board
OCVA ORCC	Ongoing projects to support community transport providers (local authority funded)
ORCC OCVA	Rural Social and Community Programme projects 2006-08 (village shops, parish plans, affordable housing, VCS forums, information points and take up of oxnet by rural groups)
OCVA	Lead body for Oxfordshire Learning Network 2007-08 (NIACE/LSC/ESF)
OCVA	Volunteer centre project focused on Employee volunteering 2005-06 funded by Volunteering England