



ChangeUp Volunteering Hub Summary Business Plan 2007 – 2008

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1. FOREWORD

- The Volunteering Hub has been working for the past two years to achieve the **ChangeUp** high level objective that by 2014 there will be a leaner, effectively marketed and high quality volunteering infrastructure reaching, recruiting and placing a greater number and diversity of individuals, coupled with improved volunteer management.
- Volunteering England is the accountable body for the activity of the Volunteering Hub.
- The work in preparing the Business Plan has been informed by *ChangeUp*, *Capacitybuilders*, *Building on success: strategy for volunteering infrastructure in England 2004-2014* and *Destination 2014*.
- A Volunteering Hub Scrutiny Committee advises, scrutinises and monitors activity and oversees the allocation of Volunteering Hub resources.
- The England Volunteering Development Council extended its remit in order to take on an advisory role to the Volunteering Hub, as well as for monitoring the delivery and development of the strategy set out in *Building on Success*.
- Nine Regional Volunteering Development Councils have been established to act as a wider reference group to the Volunteering Hub.
- The Volunteering Hub continues to deliver a work programme based around 4 key activity themes (see below).
- The Volunteering Hub continues to deliver new activity and to build on existing work in order to offer additionality, value for money and significant improvement to the volunteering infrastructure at a regional and local level.
- The work programme in this Business Plan will be delivered by Volunteering England and by a wide range of commissioned external partners.

The themes for the work of the Volunteering Hub are:

1) **Modernising volunteering infrastructure to achieve effective, efficient and sustainable England-wide coverage**

This theme supports Capacitybuilders' objectives by working to ensure that the volunteering infrastructure is 'fit for purpose' and is able more effectively to support front-line organisations in their involvement of volunteers and through this to achieve their objectives.

2) **Targeted information dissemination, good practice and management development**

This theme supports Capacitybuilders' objectives through the development and delivery of a range of activities, products and support for Volunteer Managers in all sectors in order that they are more able to deliver high quality volunteering opportunities and engagement and through this to enable their organisations to achieve their objectives.

3) **Volunteering and risk management**

This activity supports Capacitybuilders' objectives through ensuring that frontline organisations are informed about issues of risk management in volunteering, and that they have the tools to ensure that these are addressed.

4) **Strategy and Management**

This theme supports Capacitybuilders' objectives through ensuring that frontline organisations, infrastructure organisations, funders, government, opinion formers and policy makers are all able to be involved in a strategic approach to the development of volunteering.

Christopher Spence CBE
CHIEF EXECUTIVE
January 2007

2. INTRODUCTION

This Business plan is the last year of phase one of the Government's ChangUp agenda. Phase one covers April 2005 – March 2008; phase two will cover April 2008 – March 2011; and phase three will cover April 2011 – March 2014.

Changeup was established following the HM Treasury's 2002 Cross Cutting Review of the Role of the Voluntary and Community Sector (also known as the Third Sector) in Service Delivery by the Home Office.

During year one of phase one, a great deal of work was undertaken to identify, set up, develop and position national organisation's delivery models, as well as to identify some key base line data sets and benchmarking indicators. During this period the Volunteering Hub was set up, its structures and governance systems developed, reporting and consultation mechanisms introduced and work began to identify need and begin to develop the projects essential to impact on the ChangeUp high level objective.

Year two saw the development of delivery models and systems, the expansion of research and the introduction of key development tools to help impact on infrastructure organisations.

Year three is the key delivery year for phase one. This includes developing engagement and consultation forums, delivering training and development services, improving quality standards, more detailed research to identify baseline data and the dissemination of information and support services.

In 2006 Capacitybuilders was established to undertake the management and administration of the Government's Changeup programme.

ChangeUp's aim is that by 2014 the needs of frontline voluntary and community organisations in England will be met by support which is:

- ✓ available nationwide
- ✓ structured for maximum efficiency
- ✓ offering excellent provision
- ✓ accessible to all
- ✓ truly reflecting and promoting diversity
- ✓ sustainably funded

ChangeUp describes the basic architecture of support which frontline organisations need as agreed with the voluntary and community sector (VCS).

ChangeUp's objective for volunteering is, **'that by 2014 there is a leaner, effectively marketed and high quality volunteering infrastructure reaching, recruiting and placing a greater number and diversity of individuals coupled with improved volunteer management'**.

On the 07th December 2006 Capacitybuilders published its strategic framework consultation document **Destination 2014**.

Capacitybuilders' vision is to create an independent, innovative, flexible, responsive and sustainable voluntary and community sector, which achieves its full potential.

Capacitybuilders' mission is to secure a high-quality, sustainably-funded infrastructure for frontline voluntary and community organisations.

The ChangeUp agenda is a nine year programme culminating in 2014 with a Volunteering sector developed and delivering quality services.

Over the past two years Volunteering England has delivered the Volunteering Hub to ensure that it is working towards the ChangeUp programme and Capacitybuilders' aims and mission.

The Volunteering Hub has adopted as its objective, the ChangeUp objective for volunteering **'that by 2014 there is a leaner, effectively marketed and high quality volunteering infrastructure reaching, recruiting and placing a greater number and diversity of individuals coupled with improved volunteer management'**.

The objective is being achieved through the following four interlinked work themes:

1) Modernising volunteering infrastructure to achieve effective, efficient and sustainable England-wide coverage

This theme supports Capacitybuilders' objectives by working to ensure that the volunteering infrastructure is 'fit for purpose' and is able to more effectively support front-line organisations in their involvement of volunteers and through this to achieve their objectives.

The activity delivered in this area is working towards:

- ✓ Addressing issues of performance improvement in the delivery of the six core functions of volunteering infrastructure locally, regionally and nationally as defined in the *Compact Volunteering Code of Good Practice*
- ✓ Examining, through action research and good practice development, how the delivery of the core functions can be improved through reconfiguration of delivery
- ✓ Developing a sustainable funding model for Volunteer Centres and building buy-in to this from statutory funding sources locally and nationally

- ✓ Supporting the completion of the rollout of the Volunteer Centre brand and provide Volunteer Centres with additional resources to promote volunteering as part of the activity toward achieving government's PSA6

2) Target information dissemination, good practice and management development

This theme supports Capacitybuilders' objectives through the development and delivery of a range of activities, products and support for Volunteer Managers in all sectors in order that they are more able to deliver high quality volunteering opportunities and engagement, enabling their organisations to achieve their objectives.

The activity delivered in this area is working towards:

- ✓ Building on existing, nationally available, free support to Volunteer Managers and develop new charged-for services
- ✓ Co-ordinating dissemination of existing good practice in volunteer management and develop resources where gaps are identified
- ✓ Developing toolkits and training resources linked to the National Occupational Standards for Volunteer Managers and Investing in Volunteers
- ✓ Developing training resources for Volunteer Centre Managers linked to the six core functions of volunteering infrastructure as defined in the Compact and Volunteer Centre Quality Accreditation, including training in the delivery of all new products and resources developed by the Volunteering Hub

3) Volunteering and risk management

This theme has been developed as an additional piece of Volunteering Hub activity at the request of the Home Office Volunteering and Charitable Giving Unit. It addresses issues raised in Julian Brazier's Private Member's 'Promotion of Volunteering Bill' which were deemed to need a policy rather than a legislative approach. Specifically this activity supports Capacitybuilders objectives through ensuring that frontline organisations are informed about issues of risk management in volunteering, and have access to the tools to ensure that these are addressed.

The activity delivered in this area is working towards:

- ✓ Researching the current position from the perspective of volunteers, volunteer involving organisations and insurers
- ✓ Working with the Home Office to ensure that insurers act appropriately
- ✓ Disseminating *On the safe side – risk, risk management and volunteering* and the Risk Toolkit.
- ✓ Working with the Department of Constitutional Affairs to shape the Compensation Bill currently being drafted and ensure that it is volunteer-proofed

4) Strategy and Management

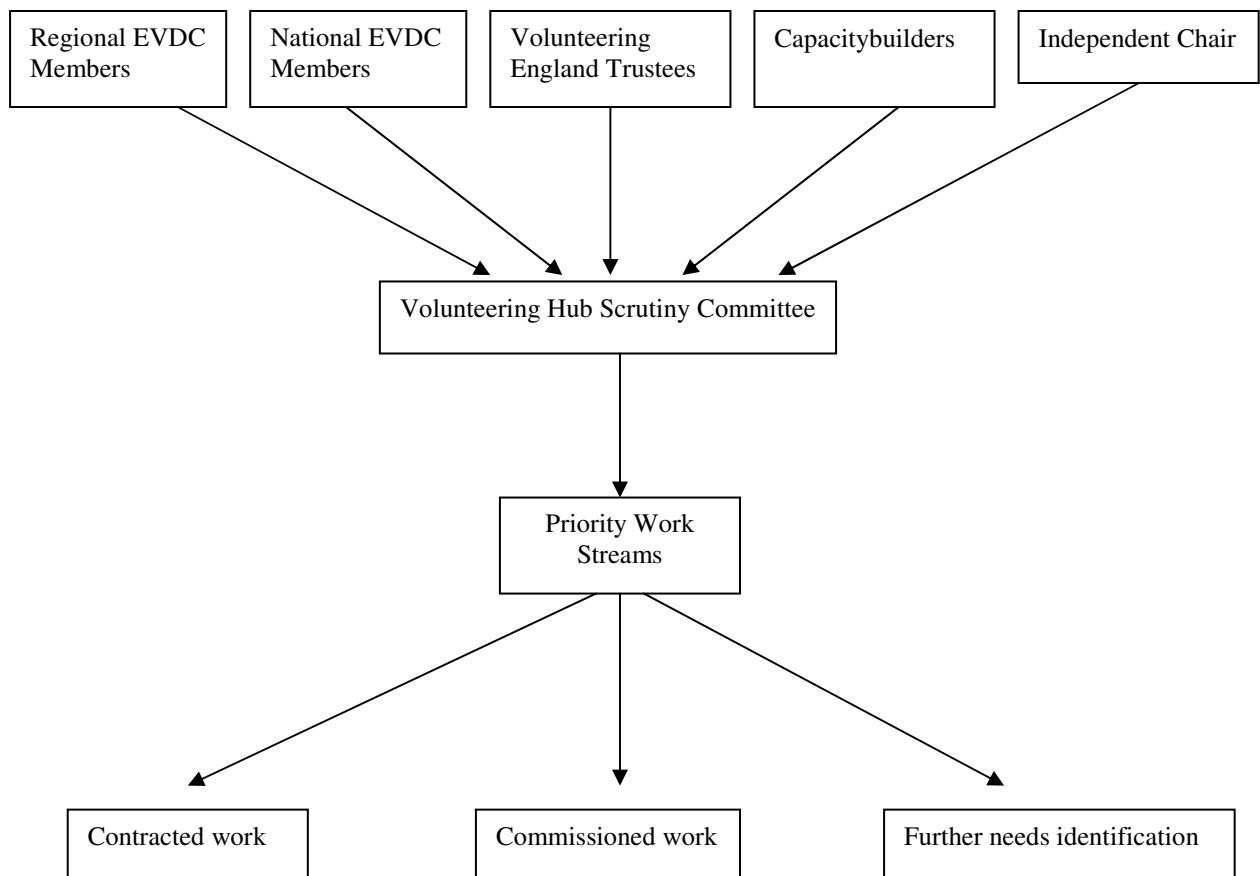
This theme supports Capacitybuilders' objectives through ensuring that frontline organisations, infrastructure organisations, funders, government, opinion formers and policy makers are all able to be involved in a strategic approach to the development of volunteering.

The activity delivered in this area is working towards:

- ✓ Supporting the work of the England Volunteering Development Council
- ✓ Sponsoring a *Commission on the future of volunteering*
- ✓ Ensuring appropriate, accountable and transparent management and development of the Volunteering Hub

3. VOLUNTEERING HUB GOVERNANCE

- ✓ Volunteering England is the Accountable body for the Volunteering Hub.
- ✓ A Scrutiny Committee was established to ensure good governance of the work of the Hub.
- ✓ Volunteering England has delegated responsibility for the governance and activity of the Volunteering Hub to the Scrutiny Committee.
- ✓ The Scrutiny Committee has an independent chair.
- ✓ The majority of the Scrutiny Committee members are independent of Volunteering England.
- ✓ All members of the Scrutiny Committee are drawn from the England Volunteering Development Council.
- ✓ The Scrutiny Committee makes formal quarterly reports to both the Volunteering England Board of Trustees and the England Volunteering Development Council.



4. VOLUNTEERING HUB STRUCTURE

The Volunteering Hub has three parts to its structure, the Scrutiny Committee, the Advisory Group and the Reference Group.

The Volunteering Hub Scrutiny Committee

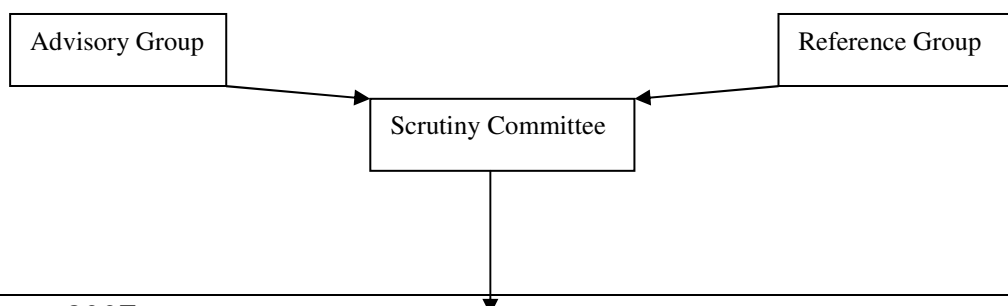
- ✓ Appointments to the Volunteering Hub Scrutiny Committee are made by the Volunteering England Board of Trustees, reflecting the role of Volunteering England as the accountable body.
- ✓ Appointments to the Volunteering Hub Scrutiny Committee are from the membership of the Volunteering England Board of Trustees, the full members of the England Volunteering Development Council and its working groups, and Capacitybuilders, with an independent chair.
- ✓ The Volunteering Hub Scrutiny Committee Terms of Reference were agreed by the Volunteering England Board.
- ✓ The Volunteering Hub Scrutiny Committee oversees the commissioning of all work related to the Volunteering Hub.
- ✓ The Volunteering Hub Scrutiny Committee reports on its actions to the England Volunteering Development Council.

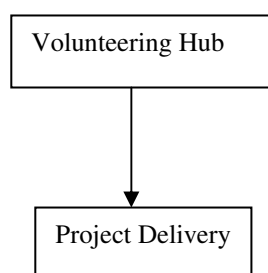
The Volunteering Hub Advisory Group

- ✓ England Volunteering Development Council is the Volunteering Hub Advisory Group.

The Volunteering Hub Reference Group

- ✓ Nine Regional Volunteering Development Councils have been established to together act as a wider reference group to the Volunteering Hub, as well as to inform the development of the strategy for volunteering infrastructure.





5. HUB OBJECTIVES

The Volunteering Hub has adopted as its objective the ChangeUp objective for volunteering, that **by 2014 there is a leaner, effectively marketed and high quality volunteering infrastructure reaching, recruiting and placing a greater number and diversity of individuals coupled with improved volunteer management.**

Vision

The Volunteering Hub's vision is a volunteering sector that is highly skilled, effectively resourced and engaging with all communities across England.

Mission

The Volunteering Hubs mission is to help:

- ✓ Make volunteering accessible to all and barriers to volunteering addressed
- ✓ Improve the quality of the volunteering experience for volunteers
- ✓ Increase in the number of volunteers from all parts of society
- ✓ Activity endorse and support the volunteering sector

Principles

The Volunteering Hub will

- ✓ Engage with all stakeholders in a positive and proactive manor
- ✓ Take full account of diversity
- ✓ Take account of infrastructure organisations experience

Objectives

The Volunteering Hub's key Objectives are to:

- ensure that the volunteering sector is enabled to take the ownership of, and responsibility for the development of, an England-wide strategy for volunteering infrastructure, and that this process includes a wide range of stakeholders locally, regionally and nationally
- ensure that the development, delivery, monitoring and evaluation of the work of the Volunteering Hub is undertaken as part of the strategy for volunteering infrastructure
- strive for joined-up thinking across the volunteering sector
- ensure that accurate and high quality information on all aspects of volunteering is easily accessible in a range of formats, enabling an easy process for sharing information between organisations.
- engage and support volunteering across all sectors, building the capacity of the volunteering infrastructure to do this
- lead, and proactively engage in, programmes that improve the quality of volunteer management and volunteer involvement

- develop the continual improvement of the volunteering infrastructure locally, sub-regionally, regionally and nationally in order for it to more effectively deliver on its core functions as defined in the *Compact Volunteering Code of Good Practice*
- develop processes that support the creation and enhancement of partnerships and collaborative working within and between local, sub-regional, regional and national providers of volunteering infrastructure
- develop processes that measure the impact of volunteering infrastructure locally, sub-regionally, regionally and nationally
- develop processes that enable benchmarking of the functions of volunteering infrastructure across all of its providers
- map all existing provision of volunteering infrastructure functions locally, sub-regionally, regionally and nationally, identifying gaps and duplication, and to work to fill the former and reduce the latter

6. ESTABLISHING NEED

Over the past 6 years a substantial amount of work has been undertaken by the volunteering infrastructure to consider its role and functions, as well as the developments needed to enable it to more effectively meet the needs of the volunteering sector. Over the last two years significant work has been delivered to develop the volunteering infrastructure.

In 2000/01 both the National Centre for Volunteering and the National Association of Volunteer Bureaux (later renamed Volunteer Development England) undertook strategic reviews which included the perspectives of stakeholders. A major modernisation agenda for the local volunteering infrastructure was agreed.

In 2002 there was wide consultation on the potential for a merger between the Consortium on Opportunities for Volunteering, the National Centre for Volunteering and Volunteer Development England, the response to which was very favourable.

In 2003 the proposal was firmly endorsed by each organisation and a one year timetable established to create Volunteering England which formerly came into being on 1 April 2004.

In June 2004, Volunteering England published *Building on success: strategy for volunteering infrastructure in England 2004-2014*, which was the source for the volunteering component of the ChangeUp strategy.

In September 2004 the England Volunteering Development Council endorsed *Building on success* and identified areas for further development.

Between September and November 2004, Volunteering England hosted a series of 9 regional consultation events on the implementation of both ChangeUp and *Building on success*. These events identified clear themes for the development of work by the Volunteering Hub.

The goals identified in the Volunteering Hub Business Plan were informed by all of this activity and the themes developed by Volunteering England were approved by the England Volunteering Development Council in December 2004.

The Volunteering Hub Business Plan was scrutinised by the England Volunteering Development Council in March 2005.

The England Volunteering Development Council and Volunteering England will be proactive in identifying and developing other areas of activity that build on the work of the Volunteering Hub.

7. WORK PLAN 2007 – 2008

Volunteering England and the Volunteering Hub welcome the offer made by Capacitybuilders to provide continuation funding for the Volunteering Hub as part of the process of developing ChangeUp national support services. Volunteering England, the England Volunteering Development Council and the Volunteering Hub look forward to working with Capacitybuilders in determining what national support for volunteering should be provided as part of the Changeup programme.

The Volunteering Hub as part of the progress towards achieving the ChangeUp objectives is proposing a step change as part of the move towards 2008 and open competitive tendering. Consequently 2007 – 2008 will be a move towards:

- the delivery of national support services,
- preparation for creating sustainable service delivery
- project roll out
- cascading projects to infrastructure organisations and regional support services

The step change will build on the work already begun, focusing on the need for:

- Sustainability for front line organisations
- Quality Assurance
- Capacity Building
- Engaging Excluded Groups

Work areas will:

- Continue the development work around the four key themes
- Focus on fewer priority areas and deliver these well
- Begin rolling out new projects identified through research
- Continuing research to develop the evidence base for supporting additional services for 2008 – 2011 and beyond
- Explore options for sustainability by:
 - Charging for some provisions, using the income for further provision.
 - Cascading learning and training
 - Disseminating information
 - Engaging with funders

In preparing this Business Plan consideration has been given to:

- ✓ Existing work being undertaken by the Volunteering Hub.
- ✓ Thinking developed at the July 2006 workshop for Volunteering Hub Activity Leaders and members of the Volunteering Hub Scrutiny Committee.
- ✓ Feedback since the publication of the volunteering Hub Business plan in June 2005.
- ✓ Responses to the consultation undertaken by the England Volunteering Development Council in the summer 2006 on what national support for volunteering people want to see developed.
- ✓ The work undertaken by the England Volunteering Development Council in updating *Building on success: strategy for volunteering infrastructure in England 2004 – 2014*.
- ✓ Suggestions made by members of the England Volunteering Development Council during discussions on the work of the Volunteering Hub at each of their meetings.
- ✓ Volunteering Hub Scrutiny Committee
- ✓ Research undertaken by the Hub between 2004 and 2006

STRATEGIC DEVELOPMENT OF VOLUNTEERING

Delivery

- Continued support for the work of the EVDC
 - ⊗ In year 1 EVDC National body Terms of Reference amended and agreed and the 9 regional bodies were set up and Terms of Reference agreed
 - ⊗ In year 2 EVDC National body was expanded and the 9 regional bodies were developed
 - ⊗ Year 3 will see further development with the introduction of independent chairs, training and development of members and linking with Local Area Agreement and Local Strategic Partnership bodies
- Continued sponsorship of the Commission on the Future of Volunteering (CFV)
 - ⊗ In year 1 CFV was engaged and supported
 - ⊗ In year 2 CFV was developed and expanded
 - ⊗ Year 3 will see the completion of the commissions work and a review of its position published
- Sponsorship of a conference on the role of volunteering within Local Strategic Partnerships (LSP) and Local Area Agreements (LAA). This will target local government officials and members as well as staff from Government Offices in the Regions. Planning for the event is in partnership with the Department for Communities and Local Government, the Cabinet Office, the Local Government Association and NAVCA. The conference will complement activity being undertaken during the year by NAVCA's ILP programme and the joint work programme between Volunteering England and the Local Government Association. The need for the activity has been identified through discussions at regional EVDC meetings and is a new piece of work, linking Government's agenda for volunteering in LSPs and LAAs with the development of the EVDC and its regional bodies
- Review Building on Success to ensure consultation and implementation.
 - ⊗ In year one the annual review began and milestones were revised for year two
 - ⊗ In year two the annual review became a major review with the findings being presented to EVDC
 - ⊗ In year three the Building on Success review will continue and the results published to inform future developments and assist EVDC with its recommendations
- Undertake preparatory work to enable volunteering to have an active presence at the Local Government Association conference in July 2007
 - ⊗ This is a new project, in line with Capacitybuilders' aim of sustainability
 - ⊗ This will build on work undertaken by the Volunteering Hub over the first two years, and will focus on:
 - The need for modernisation and funding of local volunteering infrastructure
 - The role of local authorities as volunteer involving organisations

- The role played by volunteers in delivering local government objectives
- The potential for local authorities to develop employer supported volunteering schemes
- Promoting the role of the EVDC, especially in the regions
- Promoting the work and emerging thinking of the Commission on the future of volunteering

GOOD PRACTICE DEVELOPMENT AND DISSEMINATION

Delivery

- Continued support for additional provision of free information services from the Volunteering England Information Team, including provision of:
 - ✓ Development Increased capacity of freephone telephone service ensuring a 5 days a week service; and
 - ✓ Development of new good practice resources made available via the online good practice bank
- ☒ In year one and two work was commissioned to expand the provision of helpline and information services allowing for an increase in service delivery to a 5 day week service
- ☒ Year three will see the continued support for this work due to the demand and success of the service
- Delivery and roll out of the Impact Assessment tool kit
 - ☒ In year one the baseline information was gathered to identify how to measure the impact of volunteering and the tool kit was commissioned
 - ☒ In year two the tool kit was developed and piloted
 - ☒ Year three will see the roll out of the tool kit, together with work to identify integration with other assessment tools
- Continue with the roll out of Volunteer Centre Accreditation
 - ☒ In year one work was completed to develop an accreditation system for Volunteer Centres
 - ☒ In year two work was completed in the development of the accreditation together with marketing and the piloting of the Accreditation
 - ☒ Year three will see the completion of the roll out and the evaluation of its impact, together with the research into a sustainable model linked to a recognised standard accreditation model
- Roll out Investing in Volunteers in Employ (IVE) engaging with employers
 - ☒ In year one work was undertaken to engage with employers around supporting volunteering from their employees, a new standard was developed
 - ☒ In year two a model to engage employers was developed and piloted, a range of support tools were developed
 - ☒ Year three will see the roll out of the IVE model

- Engage with stakeholders over volunteering and risk including reviewing the impact of this work on the volunteering sector
 - ⊗ In year one Volunteering and Risk was identified and a research model was developed, a forum was established and engagement with stakeholders began
 - ⊗ In year 2 the forums continued and consultation event was held; research was undertaken and published; and a risk toolkit developed and published
 - ⊗ Year three will see the dissemination of the information and an evaluation of the impact of the work
- Develop a model for improving quality standards and benchmarking good practice involving volunteers
 - ⊗ This is a new project to ascertain good practice and developing the quality standards models further

PROFESSIONAL DEVELOPMENT

Delivery

- Ongoing support for the Excellence in Volunteer Management (EVM) Programme as it moves towards financial sustainability.
 - ⊗ In year one work was completed to develop an EVM model to build the skills of managers of volunteers, creating a uniform minimum standard, identifying a range of engagement opportunities and information dissemination points
 - ⊗ In year two the EVM model was piloted and work begun to identify the costs of courses, work was undertaken to link to quality standards
 - ⊗ Year three will see the roll out of EVM together with sustainability opportunities being explored and links with accreditation and bolt on to recognised qualifications in management, cascade models will be explored and a pool of providers developed
- Completion and evaluation of the current round of Learning Loops.
 - ⊗ In year one work began to identify a peer support service for volunteer managers, advisers were recruited and trained
 - ⊗ In year two this work was developed into a model of support and piloted with 30 loops running
 - ⊗ Year three will see the work rolled out and completed
- Completion of current activity to promote the development of employer supported volunteering schemes in small and medium enterprises.
 - ⊗ In year one work a new standard was developed, a website set up and the standard launched
 - ⊗ In year two onal awards were developed, national regional and local support infrastructure was developed
 - ⊗ Year three will see the work rolled out and completed

VOLUNTEERING INFRASTRUCTURE DEVELOPMENT

Delivery

- Continued support for the rollout and use of Volunteer Centre branding.
 - ⊗ In year one work began to identify a brand and gain support for a national brand, guidelines for the brand were developed, marketing of brand began
 - ⊗ In year two work continued with the roll out of the brand, research was undertaken to establish the impact of the brand
 - ⊗ Year three will see the work completed
- Develop and engage a Volunteer Centre Modernisation Programme for unitary and two-tier authorities.
 - ⊗ This is a new project taking the Volunteer Centres to a regional focus to assist with sustainability and link into the LSP and LAA bodies
- Expand and further develop web services for infrastructure organisations and other stakeholders
 - ⊗ In year one work began to create a website and the development of a database, protocols were developed for information sharing, paper based information was scanned into website, information was gathered about the gaps and ways to extend the website
 - ⊗ In year two further website developments continued with the growth of information available; accessibility options were developed including BSL video development.
 - ⊗ Year three will see the work continue to expand the web provision, updating information and further developing accessibility; work will also be undertaken to link to other websites and providers.
- Developing and disseminating guidance information on the collection of monitoring information from volunteers.
 - ⊗ This is a new project to ascertain baseline data and information in a standardised format for use by volunteer managers and infrastructure organisations.
- Ascertain the impact of volunteering on the range of sports provision and begin to develop assessment tools.
 - ⊗ This is a new project to gain baseline data on the impact of volunteering within sport, allowing the development of assessment tools. This work has greater significance as a result of the 2012 Olympics.
- Research infrastructure organisations needs in:
 - ✓ Leadership within small volunteer led infrastructure groups
 - ✓ Developing appropriate support for volunteer involvement
 - ✓ Public Policy developments
 - ✓ Volunteer Management Capacity
 - ⊗ These are new research projects designed to identify baseline data and influence future developments

MANAGEMENT OF THE VOLUNTEERING HUB

Delivery

- Continued provision of effective management of the Volunteering Hub.
 - ⊗ In year one the Volunteering Hub was established and staff recruited
 - ⊗ In year two the work continued to be effectively managed
 - ⊗ Year 3 will see a streamlining of the staff team
- Implementation of recommendations arising from the evaluation of the Volunteering Hub.
 - ⊗ This work is new and will ensure the Volunteering Hub is continuing to be as effective and cost efficient as possible
- Continued provision of co-ordination and support for the work plan and commissioned activity.
 - ⊗ In year one work began to develop commissioning systems, identify commissionable activity and tender for the delivery of work
 - ⊗ In year two further commissions were sought ; monitoring of commissioned work continued
 - ⊗ Year three will see further commissions put out to tender and the continued monitoring of progress for existing commissions.
- Co-ordination of communications about the work of the Volunteering Hub, including the production of 4 editions of Hubbub.
 - ⊗ In year one work began to develop Hubbub, web information and other communications tools
 - ⊗ In year two this work continued with information disseminated via websites, emails, post and the Hubbub leaflet
 - ⊗ Year three will see the work continue
- Continued work with Capacitybuilders and other national Hubs to co-ordinate national ChangeUp activity.
 - ⊗ This is an ongoing programme, including regular meetings of the national hub managers, as well as regular engagement with Capacitybuilders
- Provision of development support for all areas of volunteering Hub funded activity.
 - ⊗ This continues to be an ongoing process, with new work being identified, existing work being monitored, evaluated, reviewed and supported
- Cross hub partnership working regarding communications, evaluation and networking.
 - ⊗ Better collaboration between the National Hubs is being explored, work on joint evaluation, cross hubs communications and communicating with funders has been put forward as priorities
- The costs of the Volunteering Hub Scrutiny Committee.
 - ⊗ In year one the Scrutiny Committee was established and supported
 - ⊗ In year two the Scrutiny Committee continued to be the lead for Volunteering Hub accountability
 - ⊗ Year three will see the continuation of the Scrutiny Committee and its support

- Management charges relating to Volunteering Hub activity.
 - ⊗ Volunteering England makes a charge for the provision of line management, office and support costs, including payroll, insurance, utility supply and other overheads.
 - ⊗ Consideration has been given to the Charity Commissions guidance regarding appropriate overhead charges (sometimes called Management recharge).
 - ⊗ For year three progress will be made in moving the Volunteering Hub to a Full cost recovery model adapted for Volunteering England, expected to be complete by March 2008.
 - ⊗ For April 2007 to March 2008 a management fee of 10% will be allocated to Volunteering England to cover its overheads relating to the Volunteering Hub.

APPENDIX

APPENDIX A: HUB OBJECTIVES AND KEY PERFORMANCE INDICATORS

Capacitybuilders in its Consultation document "Destination 21014" identified 6 key delivery areas to support its vision, together with 4 criteria and four key Objectives, each project has been measured against these specifications to ensure each project is delivering to Capacitybuilders priorities

Delivery

The 6 key delivery areas

Focus on work to improve the sectors:-

- 1) Knowledge, Skills and Staff/Trustee development
- 2) Use of ICT and other resources
- 3) Ability to Plan, Evaluate and Improve
- 4) Ability to raise and manage money
- 5) Development and organisation of the work of volunteers
- 6) Understand and influence
 - i) Public Policy agendas
 - ii) The sectors role in engaging with the public policy agenda
 - iii) Decisions taken by other organisations about their relationships with the sector
 - iv) The need for longer term funding agreements

Criteria

The 4 criteria

Each project must demonstrate it

- a) Covers the whole sector
- b) Meets agreed quality standards
- c) Works with local and regional stakeholders
- d) Meets identified needs, monitor outcomes and are cost effective

Objectives

The four Key Objectives are to

- A) Improve quality and efficiency of infrastructure
- B) Encourage extra investment in infrastructure
- C) Ensure diversity and engagement of excluded and isolated groups
- D) Develop Knowledge of other funds available

Sustainability

In addition every project has been measured against its sustainability potential, these include,

- 1) Self funding after pump priming
This project may generate its own funds to continue after March 2008
- 2) Assistance funding
This project may require continued support in the form of matched funding after 2008
- 3) Project end
This project is time limited and is expected to end by March 2008
- 4) Not sustainable
This project is not expected to generate an income and will not be able to continue beyond March 2008 without resources.

Volunteering Hub Business Plan 2007 - 2008

APPENDIX A: HUB OBJECTIVES AND KEY PERFORMANCE INDICATORS

April 2007 to March 2008

STRATEGIC DEVELOPMENT OF VOLUNTEERING

No.	High Level Activity S	Measurable Success Indicators M	Lead A	Budget R	Timing T	Cb Objectives	Sustainability
74	Co-ordinate and facilitate the EVDC	<ul style="list-style-type: none"> ✓ 3 national meetings ✓ 9 regional meetings ✓ 40 members attending national level and 20 at regional ✓ all papers and minutes published on website 	Andy Forster Policy & Campaigns Strategist	£70516	March 2008	5, 6i, 6ii, a, c, d, C,	Not sustainable Support for the facilitation of EVDC is expected to be required
75	Support the activity of the Commission on the Future of Volunteering	<ul style="list-style-type: none"> ✓ hold 3 meetings of the full Commission ✓ hold a series of regional and topic-based consultation events ✓ gather written evidence through a web-based open call for evidence ✓ interview key informants (policy-makers, practitioners, etc.) ✓ gather relevant research findings/commission analysis of relevant unpublished research findings, as suitable, in support of the Commission's deliberations ✓ publish evidence, as suitable, on the Commission's website ✓ attend party conferences in order to trail Commission's findings and prepare climate for launch of the Commission's report ✓ launch Commission's report at a conference for EVDC and nine mini-conferences for regional EVDCs 	Meta Zimmeck Public Affairs Strategist	£109,890	October 2007	3, 5, 6i, 6ii, 6iii, a, c, d, A, C	Not sustainable Secretariat of commission may not be income generating
76	Conference on the role of volunteering within Local Strategic Partnerships and Local Area Agreements	<ul style="list-style-type: none"> ✓ 1 conference run ✓ A maximum of 200 delegates share best practice, potential for volunteering to contribute to the local government and public policy agenda explored 	Rob Jackson Director of Grantmaking and Vol Development	£19,192	March 2008	3, 4, 5, 6i, 6ii, 6iii, 6iv, a, b, c, d, A, B, C, D	Project ends

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No.	High Level Activity S	Measurable Success Indicators M	Lead A	Budget R	Timing T	Cb Objectives	Sustainability
77	Preparation work to engage with the Local Government Association.	<ul style="list-style-type: none"> ✓ Local authorities will be able to demonstrate an increase in the quantity and quality of volunteering opportunities and be compliant with the Volunteering Compact Code of Good practice ✓ There will be clarity, consensus and consistency about appropriate roles for volunteers in supporting the delivery of Local Area Agreements 	Andy Forster Policy & Campaigns Strategist	£19,998	March 2008	3, 5, 6i, 6ii, 6iii, 6iv, a, c, d, A, B,	Possible self funding It is envisaged that the LGA will be approached to continue this work if LGA considers it valuable
78	review of Building on success	<ul style="list-style-type: none"> ✓ Review undertaken ✓ consultation on future strategy undertaken ✓ EVDC engaged in the process 	Andy Forster Policy & Campaigns Strategist	£3,300	September 2007	6i, 6ii, 6iii, 6iv, a, c, d, A,	Project ends

APPENDIX A: HUB OBJECTIVES AND KEY PERFORMANCE INDICATORS

April 2007 to March 2008

GOOD PRACTICE DEVELOPMENT AND DISSEMINATION

79	Continue the provision of an information resource to Infrastructure and support organisations	<ul style="list-style-type: none"> ✓ Freephone telephone helpline available 5 days a week ✓ Good practice materials accessed online and in paper formats by Volunteer Centres, and volunteer involving organisations ✓ Good practice outreach partnerships created with at least 5 umbrella or national branch structured bodies in order to cascade good practice information down to their members ✓ Good practice outreach partnerships created with at least one community sector umbrella organisation in order to adapt and cascade down volunteer management material appropriate for small community organisations 	Mark Restall Head of Information	£80,783	March 2008	1, 2, 5, 6i, 6ii, 6iii, a, b, c, d, A, C,	Not sustainable It is unlikely infrastructure groups will pay for information services
80	Delivery of the volunteer centre impact assessment tool kit training seminars to providers of volunteering infrastructure (regional organisations)	<ul style="list-style-type: none"> ✓ 10 seminars complete ✓ 200 people trained in tool kit implementation ✓ Costs for sustainability identified ✓ Evaluation of impact of training complete 	Steven Howlett Senior Research Fellow (Head)	£19,050	March 2008	1, 3, 5, a, b, c, d, A,	Possible self funding Toolkits may be sustainable through charging Assistance funding may be required Training may need subsidising
81	Dissemination activities linked to Volunteering and Risk project	<ul style="list-style-type: none"> ✓ 4 Regional events targeted at key stakeholders ✓ Good practice materials expanded and disseminated to interested organisations and groups ✓ Research impact of events and materials 	Justin Davis-Smith Deputy Chief Executive	£49,499	March 2008	3, 5, a, c, d, A, B,	Project ends

Volunteering Hub Business Plan 2007 - 2008

82	Roll out the Volunteer Centre Quality Accreditation and Impact Assessment Toolkit	<ul style="list-style-type: none"> ✓ Impact assessment integrated into VC quality accreditation ✓ Online information resources developed ✓ Run 12 seminars across England 	Barbara Regnier Director of Volunteering Management and Leadership	£72,481	March 2008	1, 5, a, b, c, d, A	Project ends
83	Develop a model for improving quality standards and benchmarking good practice involving volunteers.	<ul style="list-style-type: none"> ✓ Develop 3 pilot Partnership projects involving: <ul style="list-style-type: none"> (i) Volunteer Centre (ii) Community Partner achieving liV (iii) SME/Corporate achieving liVE ✓ Complete Impact & measurement study ✓ Identify Case studies ✓ Develop a website ✓ Further refinement of the liVE standard and processes ✓ Provide training for Volunteer Centre's on liV/liVE assessment and working with business partners 	Sonet Geyer Investing in Volunteers Marketing & Operations Manager	£44,894	March 2008	1, 3, 5, 6iii, a, b, c, d, A, B	Possible self funding It is envisaged that the quality standard tool could be chargeable.

Volunteering Hub Business Plan 2007 - 2008

APPENDIX A: HUB OBJECTIVES AND KEY PERFORMANCE INDICATORS

April 2007 to March 2008

PROFESSIONAL DEVELOPMENT

84	Excellence in Volunteer Management Programme (Training providers)	<ul style="list-style-type: none"> ✓ Promote the concept of EVM to potential providers, identifying demand ✓ Select training providers to meet identified demand ✓ Train providers ✓ Create training support structure for training providers 	Barbara Regnier Director of Volunteering Management and Leadership	£31,900	March 2008	1, 5, a, b, c, d, A, C	Project ends
85	Excellence in Volunteer Management Programme (delivery)	<ul style="list-style-type: none"> ✓ 9 course complete ✓ 90 people attending course ✓ Costs for sustainability identified 	Barbara Regnier Director of Volunteering Management and Leadership	£43,538	March 2008	1, 5, a, b, c, d, A, C	Assistance funding may be required Training may need subsidising
86	Excellence in Volunteer Management Programme (online maintenance and online resource development)	<ul style="list-style-type: none"> ✓ Liaison with Head of Online Services to ensure delivery tool is up to date and relevant ✓ Agree with Head of Online Services appropriate usage of online services resource ✓ Evaluate existing resources based on first three months delivery ✓ Redesign and develop existing resources based on evaluation 	Barbara Regnier Director of Volunteering Management and Leadership	£19,800	March 2008	1, 2, 5, a, b, c, d, A, C	Project ends
87	Engage Small Voluntary and Community Organisations, the volunteer centre network and Small to Medium Enterprises in employer supported volunteering.	<ul style="list-style-type: none"> ✓ Research with volunteer centres on redevelopment of necessary online content on do-it.org.uk. ✓ New website section developed on do-it.org.uk ✓ Assimilate Small to Medium Enterprises case studies and best practice onto do-it.org.uk website with reciprocal links to Volunteering England website 	Cathy McBain Project Leader Employer Supported Volunteering	£44,229	March 2008	1, 5, a, b, c, d, A,	Project ends

Volunteering Hub Business Plan 2007 - 2008

88	Develop Programme for Small Voluntary and Community Organisations on how to engage business.	<ul style="list-style-type: none"> ✓ Develop self contained one day programme ✓ Develop related resources ✓ Integrate 3 hour module into EVM engaging with community programme ✓ Enrol specialist trainer/s to deliver ✓ Promote / launch self contained programme ✓ Run train the trainer course 	Cathy McBain Project Leader Employer Supported Volunteering	£19,907	March 2008	1, 2, 5, a, b, c, d, A,	Assistance funding may be required Further support may be required to subsidise training, possible support from employers may be developed
89	Support action learning set / learning loop programme England wide	<ul style="list-style-type: none"> ✓ Liaise cross hubs, to identify opportunities for joint working approach ✓ Liaise with local and regional stakeholders for the development of a toolkit ✓ Develop toolkit ✓ Develop selection method for identifying appropriate toolkit ✓ Roll out toolkit locally and regionally 	Barbara Regnier Director of Volunteering Management and Leadership	£30,800	March 2008	1, 2, 5, a, b, c, d, A, C	Assistance funding may be required Training may need subsidising

APPENDIX A: HUB OBJECTIVES AND KEY PERFORMANCE INDICATORS

April 2007 to March 2008

VOLUNTEERING INFRASTRUCTURE DEVELOPMENT

90	Raise understanding amongst volunteering infrastructure organisations on the unique issues of leadership within small volunteer-led groups and the challenges associated with their growth and development.	<ul style="list-style-type: none"> ✓ Research conducted into the issues of leadership within volunteer-led groups ✓ Recommendations provided to the volunteering infrastructure for the development of good practice in volunteer development in volunteer-led organisations ✓ A written report and executive summary to be published on IVR's website as a free downloadable PDF ✓ A hard copy research bulletin to be sent free of charge to all members of Volunteering England ✓ Dissemination as a conference paper through IVR's existing networks ✓ An improved understanding of the unique dynamics of small, volunteer-led groups, developing an appreciation of the place of their volunteers as leaders and their relationship with paid staff ✓ Identification of good practice examples and principles in the support and development of volunteers as leaders 	Angela Ellis-Paine Assistant Director IVR	£16,398	March 2008	3, 5, a, b, c, d, A, B,	Project ends
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Volunteering Hub Business Plan 2007 - 2008

91	Provide whole-sector exemplars of volunteering impact assessment. Working with national governing bodies (NGBs) of sport and Sport England to improve understanding of the qualitative impacts of volunteering on organisations and their stakeholders.	<ul style="list-style-type: none"> ✓ The provision of an exemplar study of a range of sports down to local level measuring the impact of their volunteering providing an alternative way that volunteering is measured within the whole sport sector ✓ An insight into the volunteering impacts on the sports sectors, will have been gained ✓ A sports impact assessment toolkit developed ✓ 3 NGBs are trained in delivering Impact assessment toolkit for sport ✓ 10 sport clubs pilot impact assessment toolkit assessment ✓ 3 NGBs trained in data collection and collation ✓ Report written and published on VE website 	Laura Ferguson Strategic Development Manager Volunteering in Sport	£87,295	March 2008	2, 3, 5, 6i, 6ii, a, b, c, d, A, B, C	Project ends
92	Development of branding for volunteering infrastructure	<ul style="list-style-type: none"> ✓ Completion of funded Volunteer Centre brand rollout ✓ Development of new forms of branding to align with new models of infrastructure delivery ✓ Establishing a sustainable support structure for the infrastructure brand ✓ a readily identifiable and commonly understood brand to mark out effective volunteering infrastructure services 	Rob Jackson Director of Volunteering Development and Grant making	£46,420	March 2008	4, 5, a, b, c, d, A, B,	Project ends
93	Volunteer Centre Modernisation Programme	<ul style="list-style-type: none"> ✓ Reconfiguration of volunteer centre network at a unitary and two –tier level 	Andy Forster Policy & Campaigns Strategist	£44,990	March 2008	4, 5, 6ii, a, b, c, d, A, B, C,	Projects ends
94	Integration of the volunteering.org.uk web site (home of the volunteering hub) with the corporate database to enable improved services to front line organisations.	<ul style="list-style-type: none"> ✓ Improved data collection on stakeholders which will enable us to provide more targeted information ✓ Improved services to infrastructure organisations – such as online event booking and the ability to provide more 	Merlin Sibley Head of Online Services	£22,000	March 2008	1, 2, 5, a, b, c, d, A, C,	Project ends

Volunteering Hub Business Plan 2007 - 2008

		<ul style="list-style-type: none"> ✓ tailor made information and resources ✓ Improved ecommerce services which will provide easier access to products and services aimed at infrastructure organisations ✓ Increase response time to infrastructure organisations ✓ Enables collection of contact data and targeting of appropriate information to organisations 					
95	Continue to work with Youth Net to explore further options for providing public facing web services to potential volunteers.	<ul style="list-style-type: none"> ✓ Improved access to information on volunteering and volunteering opportunities aimed at the general public ✓ Increase in the potential pool of volunteers available to organisations 	Merlin Sibley Head of Online Services	£19,800	March 2008	1, 5, a, d, A, C	Project ends
96	Enhanced knowledge and understanding across the volunteering infrastructure of issues of volunteer management capacity in frontline organisations, leading to an increased ability to influence the public policy agenda and identify appropriate resources.	<ul style="list-style-type: none"> ✓ Research conducted through a large scale survey of volunteer management capacity within the voluntary, community and public sectors in England, exploring issues of: <ol style="list-style-type: none"> a. The extent to which staff resources and time are committed to volunteer co-ordination; b. Problems experienced by organisations in involving and managing volunteers; c. The take up, and barriers to the adoption of, volunteer management practices; d. Budgets and allocation of resources for volunteer management; e. Awareness of, and commitment to, volunteering in organisations; and f. Volunteer recruitment and retention issues ✓ A research report will be produced and published on IVR website ✓ Two four page bulletins will be produced and disseminated ✓ Dissemination of the results at two 	Angela Ellis-Paine Assistant Director IVR	£114,847	March 2008	1, 3, 5, a, b, c, d, A, B	Project ends

Volunteering Hub Business Plan 2007 - 2008

		<ul style="list-style-type: none"> ✓ conference/seminars ✓ Volunteer Managers, practitioners, researchers, infrastructure bodies, policy makers and others across the volunteering sector will better understand the current capacity of organisations in England to involve and manage volunteers 					
97	<p>Increasing the understanding of and the ability to influence the public policy agenda across the volunteering infrastructure on volunteering with community based organisations</p> <p>Phase one : research 07-08 Phase two : development of resources 08-09</p>	<ul style="list-style-type: none"> ✓ Research conducted into the impact of recent public policy developments on volunteering in community-based organisations ✓ Research report – published online ✓ Research bulletin – published as a hard copy and disseminated to volunteering infrastructure and community-based frontline agencies ✓ Published Journal article ✓ An improved understanding of the changing nature of involvement of volunteers in community based organisations ✓ Improved policy making, ✓ A better understanding of how government policy impacts on volunteer involvement in community based organisations ✓ Better practice in volunteer involvement ✓ An enhanced understanding of the issues of volunteer management in small organisations 	<p>Angela Ellis-Paine Assistant Director IVR</p>	<p>£15,972</p>	<p>March 2008</p>	<p>1, 3, 5, a, b, c, d, A, B</p>	<p>1 year research</p> <p>Project ends</p> <p>Phase two, further bid will be required</p>
98	<p>Develop and disseminate guidance to volunteering infrastructure agencies and volunteer involving organisations on how to collect standard monitoring information</p>	<ul style="list-style-type: none"> ✓ Research undertaken on existing and appropriate methods of collecting diversity and other monitoring information ✓ A guide on collecting monitoring information will be produced, designed, 	<p>Angela Ellis-Paine Assistant Director IVR</p>	<p>£10,993</p>	<p>March 2008</p>	<p>1, 3, 5, a, b, c, d, A, C</p>	<p>Project ends</p>

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	from volunteers.	<p>and disseminated</p> <ul style="list-style-type: none"> ✓ Volunteer Centres and frontline organisations will be more confident in their collection of monitoring information, on potentially sensitive questions ✓ The sector will have improved monitoring and reporting on diversity 					
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Volunteering Hub Business Plan 2007 - 2008

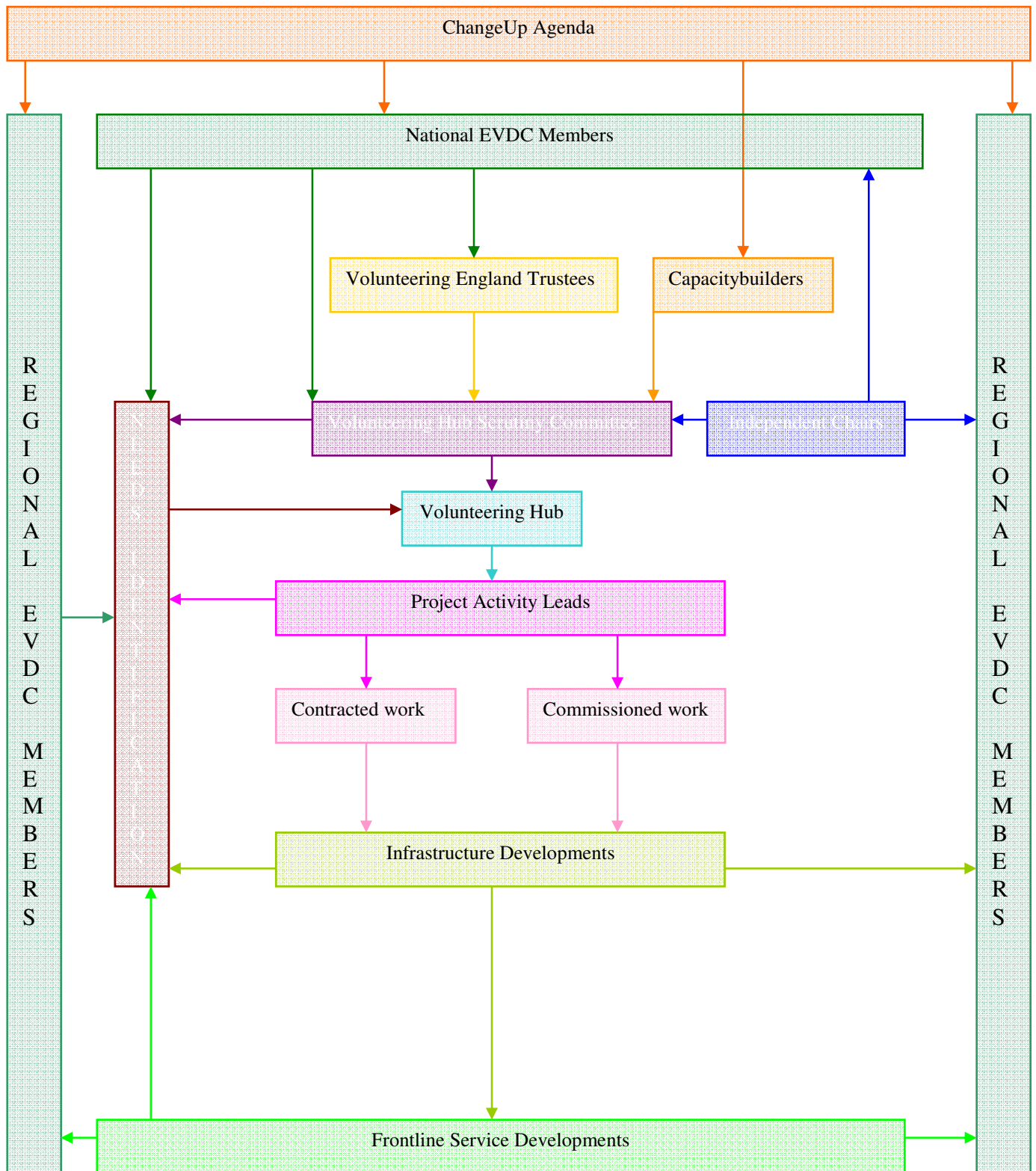
APPENDIX A: HUB OBJECTIVES AND KEY PERFORMANCE INDICATORS

April 2007 to March 2008

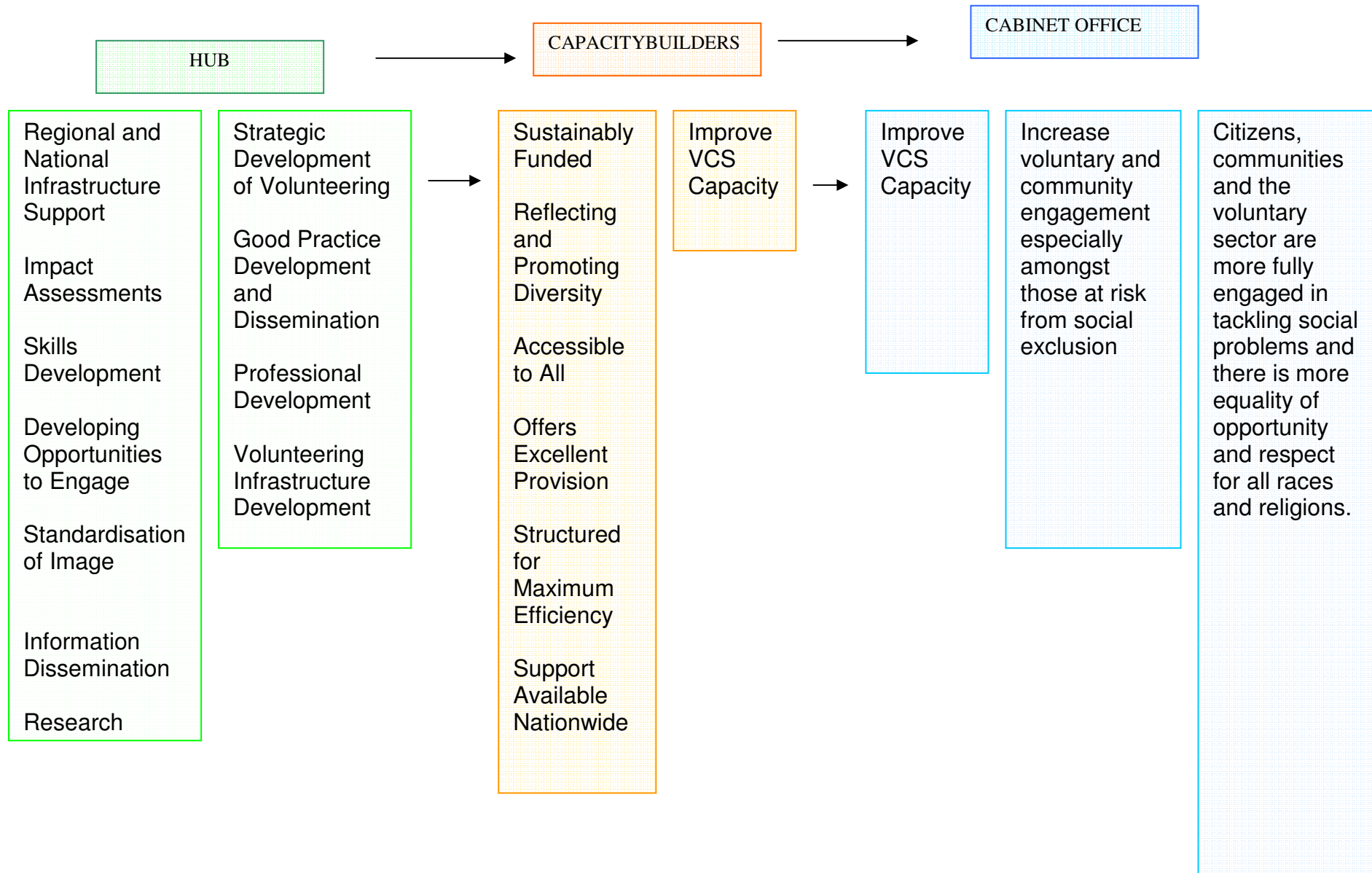
MANAGEMENT OF THE VOLUNTEERING HUB

99	Administer the Volunteering Hub Scrutiny Committee And Hub administration	<ul style="list-style-type: none"> ✓ Activity monitored ✓ year 4-6 Business Plan developed ✓ year 4 work plan agreed ✓ reports to Volunteering England Board published on website ✓ Meetings arranged and serviced ✓ Hub activity administered and monitored 	Mark Williams Head of Hub	£11,358	March 2008	1, 3, 5, 6i, 6ii, 6iii, 6iv, a, c, d, A,	Not sustainable Facilitation of Scrutiny may not be income generating
100	Hub Administration	<ul style="list-style-type: none"> ✓ A) Website (excluding worker) ✓ B) Hub staff team ✓ C) Hub running costs 		£3,000 £111,528 £60,515	"	"	"
101	Cross Hub Work	<ul style="list-style-type: none"> ✓ Cross Hub Communications ✓ Shared Evaluation ✓ Communicating with Funders 		£67,650	"	"	"
101a	Hub Evaluation (could be part of the Cross Hub Work Joint Evaluation work, cost £27,500 included with Cross Hub Work)	<ul style="list-style-type: none"> ✓ Independent evaluators in place ✓ Framework agreed ✓ Data collection Methodology agreed ✓ Staff trained in framework and data collection ✓ Results published ✓ Action points identified 	Mark Williams		March 2008	5, d, A	Project ends
	TOTAL			£1,312,543			

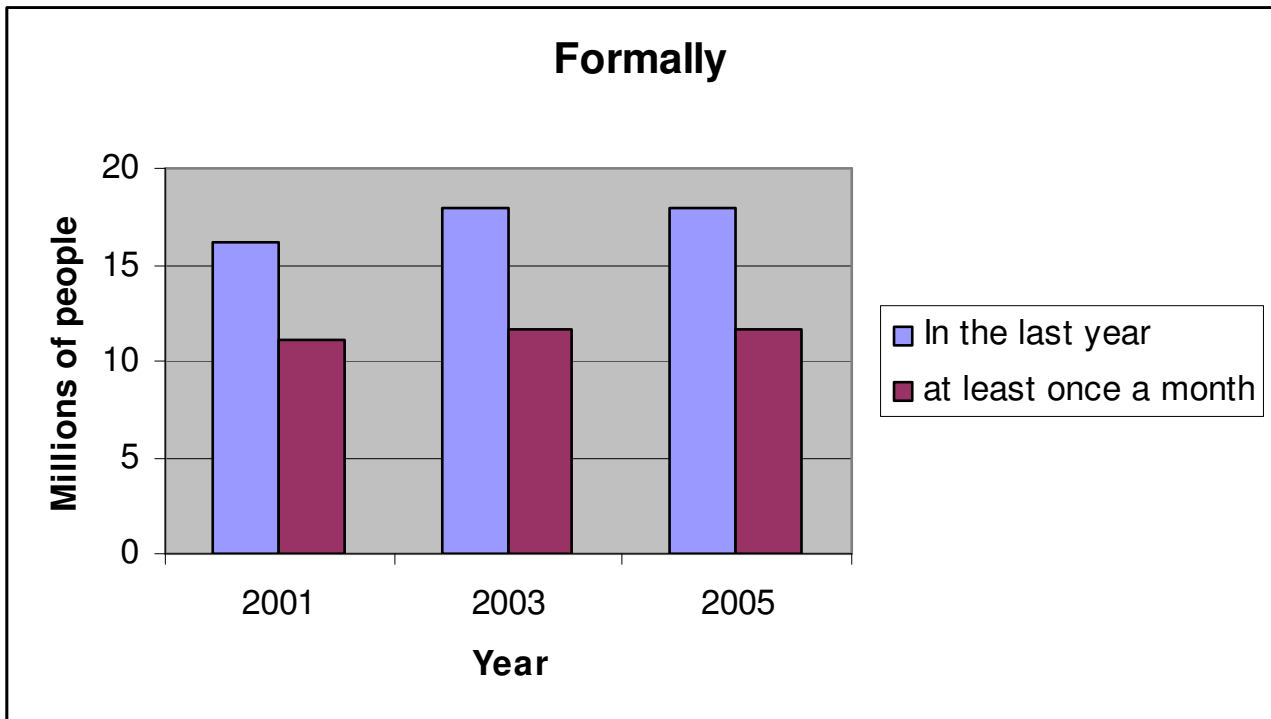
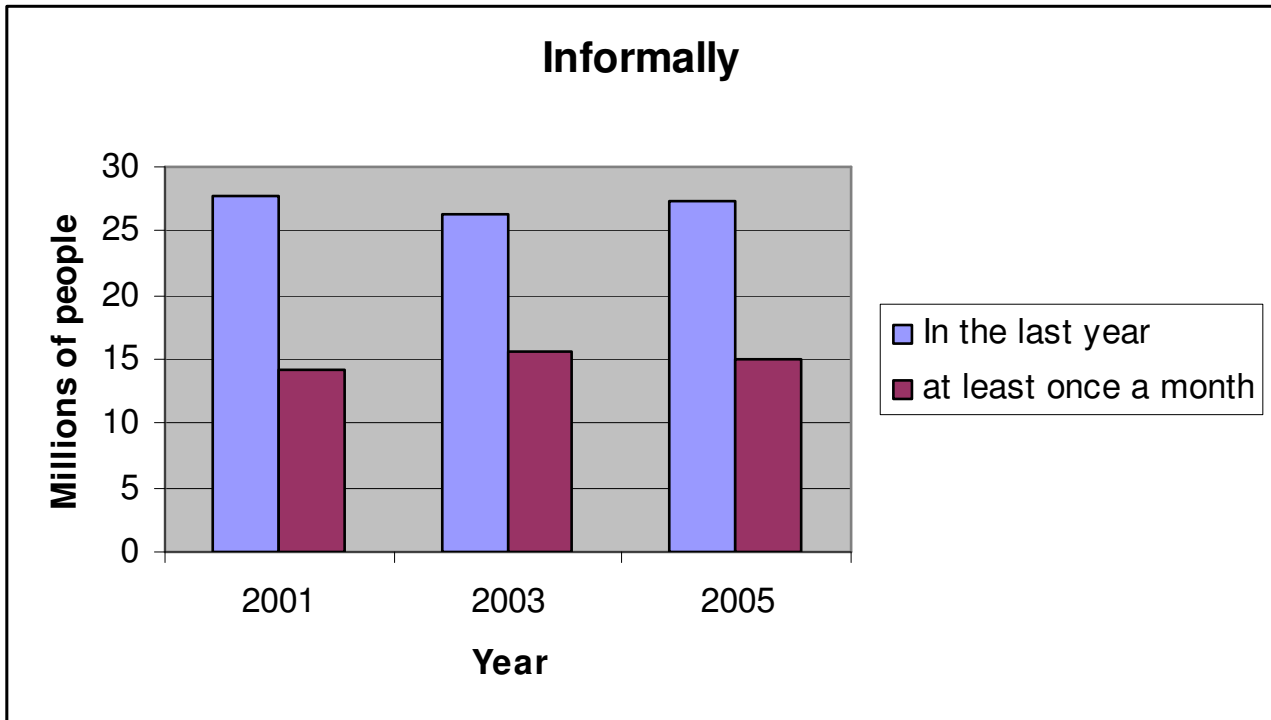
ANNEX B: HUB ORGANISATION CHART



ANNEX C: ALIGNMENT WITH CABINET OFFICE STRATEGIC OBJECTIVES



ANNEX D: STATISTICS



NOTE

In between 2001 and 2003 the statistical data was collected by the Home Office Citizenship Survey and covered both England and Wales, this changed in 2005 and the information was gathered for England only.