



ChangeUp Volunteering Hub 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

Considerable progress has been made in the development and delivery of all four areas over the last two years, as follows:

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

- ✓ Paid the costs of rebranding 82 Volunteer Centres and ensured additional promotional materials are available on demand to all 282 branded Volunteer Centres
- ✓ Hosted a conference on the role of regional volunteering infrastructure in order to support the development of networks of providers
- ✓ Researched the current modernisation activity being undertaken by Volunteer Centres and commenced the production of a report detailing this
- ✓ Commenced the mapping of current models of funding of the six core functions of volunteering infrastructure at a local level
- ✓ Commenced work with the Local Government Association on the role of volunteering within public sector delivery and in the achievement of their PSA targets, and the need for an appropriate sustainable infrastructure to support this.
- ✓ Commissioned the development of a Volunteer Centre marketing campaign to encourage more people to volunteer
- ✓ Commissioned the development of a sustainable funding framework model
- ✓ Developed brand use guidelines and resources for a range of sub-brands linked to the Volunteer Centre brand.
- ✓ Delivered the Volunteer Centre marketing campaign to encourage more people to volunteer
- ✓ Publish the outcomes of the conference on regional volunteering infrastructure
- ✓ Host a conference for volunteering infrastructure providers, this to be done in partnership with the national volunteer development agencies in the devolved administrations
- ✓ Publish the results of the action learning on modernisation and good practice case studies identified through this
- ✓ Consulted on a proposed sustainable funding framework model and deliver a campaign for its adoption by statutory funders
- ✓ Develop an impact assessment toolkit for the six core functions of volunteering infrastructure (whether delivered locally, sub-regionally, regionally or nationally) and a quality accreditation process for Volunteer Centres based on this; provide training and support for volunteering infrastructure providers in the use of this
- ✓ Undertake mapping and analysis of the ChangeUp elements of the delivery of the modernisation agenda; recommend ways forward; host a meeting for all volunteering leads in all ChangeUp consortia and hubs to review this and to further develop joined up thinking; publish the results of this work.

Information dissemination, good practice and management development

- ✓ Doubled the staff capacity of the Volunteering England Information Team, and in so doing:
 - Doubled the hours of access to the freephone information line
 - Developed a good practice bank and published this on the website
 - Reviewed all the contents of the Volunteering England resource library (available for free use to anyone requesting it)
- ✓ Implemented a new content management system for volunteering.org.uk in order that it can take the increased activity of the Volunteering Hub
- ✓ Part funded a major project exploring the role of volunteering in the integration of migrant and refugee communities in Europe, specifically to learn from local activity in England

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- ✓ Instigated a training/learning set for managers of large national volunteer involving organisations involved in Investing in Volunteers.
- ✓ Ongoing collection of generic good practice materials from volunteer involving organisations to add to the good practice bank
- ✓ Collating and developing specialist good practice materials for publication in the good practice bank
- ✓ Commenced activity to integrate the employeevolunteering.org.uk website into the main volunteering.org.uk site
- ✓ Working with YouthNet UK to build specific additionally for volunteers and potential volunteers into the do-it.org.uk website
- ✓ Developing relationships with a range of national volunteer involving organisations and umbrella groups representing marginalised groups
- ✓ Commissioning the development of Investing in Volunteers Employ, a quality framework for employer-supported volunteering programmes
- ✓ Development and publication of mapping of the Investing in Volunteers accreditation indicators to other quality standards and frameworks
- ✓ Commissioning a national Volunteer Managers' training needs analysis; the creation of a training strategy to meet this linked to national occupational standards; the development of materials and training; and training local agencies to deliver this within a national framework (working with the Workforce Development Hub)
- ✓ Commissioning the development of a sustainable and self-financing consultancy service to support volunteering to be delivered by Volunteering England and Volunteer Centres working in partnership
- ✓ Development of Learning Loops for Volunteer Managers and Volunteer Centre Managers
- ✓ Hosting a conference on leadership in volunteering (working with the Workforce Development Hub)
- ✓ Commissioning the development of a training programme for Volunteer Centre Managers linked to the delivery of the six core functions of volunteering infrastructure and the mechanisms to deliver this
- ✓ Launch of a bursary programme to assist 70 small to medium sized volunteer involving organisations to engage in Investing in Volunteers accreditation, priority to be given to applicants from black and minority ethnic led, faith-based and rural organisations
- ✓ Development of a central site to advertise opportunities for employment in the volunteering sector.
- ✓ Build on existing, nationally available, free support to Volunteer Managers and develop new charged-for services
- ✓ Develop specific good practice bank resource materials relating to excluded and minority communities
- ✓ Rolling out Investing in Volunteers Employ including training assessors and partners
- ✓ Developing a toolkit for good practice development in volunteer involving organisations linked to the Investing in Volunteers indicators
- ✓ Development of resources and support on good practice for use by Volunteer Centres in their work to support local volunteer involving organisations, ensuring that this provides continually updated information and consistent activity across England
- ✓ Development of e-learning to support all training activities of the Volunteering Hub
- ✓ Commissioning the development of a training programme for corporate social responsibility managers on employer supported volunteering linked to the Investing in Volunteers Employ framework.

Volunteering and risk management

- ✓ Research on the current position from the perspective of volunteers, volunteer involving organisations and insurers undertaken and published
- ✓ A Volunteering and Risk Management Forum and a wider reference group established
- ✓ Working with VitA (the Volunteering in the Third Age programme) to ensure joined up messages

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- ✓ Sitting on two Department for Constitutional Affairs advisory/working groups and spoken on this issue at a ministerial conference.
- ✓ Developed good practice materials relating to volunteering and risk management; and hosted a launch event.
- ✓ A joint conference with VitA and Help the Aged on volunteering, risk management and insurance.

Strategy and management

- ✓ Support for the meeting and activity costs of the England Volunteering Development Council
- ✓ Publication costs of the first annual report on Building on success
- ✓ The Volunteering Hub Implementation Team and Scrutiny Committee
- ✓ Publication of Hubbub (the Volunteering Hub newsletter).
- ✓ Support for the development costs of England Volunteering Development Council in the regions and launch of these
- ✓ Consultation on the Building on success year 3 – 5 detailed targets
- ✓ Launch of the Commission on the future of volunteering on 29th March 2006.
- ✓ Publication of the Building on success year 3 – 5 detailed targets and second annual report
- ✓ Publication of future issues of Hubbub
- ✓ Activities of the Commission on the future of volunteering including hearings, events and consultation
- ✓ Commissioning an evaluation of the work of the Volunteering Hub.

Destination 2014 outlines the next two phases of development, 2008 – 2011 and 2011 – 2014.

A review of the National Hubs has been completed and its recommendations have been considered by the Board of Capacitybuilders.

3. CONTEXT

Volunteering England (VE)

- Volunteering England is the integrated national volunteer development organisation for England. Working across the voluntary, public and private sectors to raise the profile of volunteering as a powerful force for change.
- Volunteering England was formed in April 2004 following a merger between:
 - The Consortium on Opportunities for Volunteering,
 - The National Centre for Volunteering and
 - Volunteer Development England (formerly the National Association of Volunteer Bureaux)
- Volunteering England is a registered UK charity (**No. 1102770**), governed by a Board of Trustees meeting quarterly. In addition, the organisation is supported by number of committees, advisory and working groups involving a wide diversity of people.
- Following the unanimous decision of the Boards of both Volunteering England and Student Volunteering in England that the two organisations should merge, subject to satisfactory due diligence exercises on both organisations, a timetable has been set for integration during 2007.

ChangeUp programme

- The 2002 Treasury document, ***The role of the voluntary and community sector (VCS) in service delivery: a cross-cutting review*** led to the instigation of a 10-year programme running from 2004 to 2014, ChangeUp. This was allocated £80 million for 2004/05 and 2005/06.
- The aim of the ChangeUp framework is that, by 2014, the needs of frontline VCOs will be met by support which is:
 - available nationwide;
 - structured for maximum efficiency;
 - offering excellent provision;
 - accessible to all;
 - reflecting and promoting diversity; and
 - sustainably funded.
- The years 2004 to 2006 have been spent in developing the VCS infrastructure. This has been achieved by forming regional and sub-regional (county, borough or metropolitan borough) consortia to represent the many VCS organisations, as well as by establishing the National Hubs.
- There is no standard pattern for consortia, but they all have the role of ensuring that the priorities for VCS service delivery are sector-led, rather than government-directed. There are currently 127 consortia in England.
- In 2005, ChangeUp set up six national Hubs to address VCS infrastructure issues. The Hubs are national centres of expertise and are a primary means of developing VCS capacity in the key areas of:
 - finance;
 - governance;
 - ICT;
 - performance;
 - volunteering; and
 - workforce development.

Role of Capacitybuilders


- Capacitybuilders (UK) Ltd (Capacitybuilders) was incorporated on 14 February 2006 as a company limited by guarantee. It is also a non-departmental public body (NDPB). It commenced business on 3 April 2006 and assumed responsibility for delivering the ChangeUp programme from the Home Office.

- Capacitybuilders has a £70.8 million budget to fund ChangeUp for 2006/07 and 2007/08. Capacitybuilders has replaced the nine regional Government Offices in coordinating the delivery of ChangeUp funding to the consortia.
- Capacitybuilders' budget also includes funding for the Hubs.
- Within the overall budget of £70.8 million, the Cabinet Office has mandated the annual allocation up to March 2008 for both the consortia and the Hubs.
- Capacitybuilders is also tasked with developing funding streams to other qualified VCS entities.
- The provision of effective infrastructure support to frontline organisations applies as much to the social enterprise movement, social businesses and non-profit businesses with social purposes as to the traditional voluntary and community sector.
- In this year Capacitybuilders will also begin to identify opportunities for investment in social enterprise and the wider third sector.
- At the same time, it is important to recognise that the third sector is not just about service delivery, but also about campaigning, social change and effective leadership.
- Capacitybuilders is committed to enabling ChangeUp consortia to provide local leadership for the sector, in parallel with the role of service provision.
- This involves helping local and sub-regional consortia articulate a strong "voice" for the sector in local areas.

Role of Volunteering Hub

- The Volunteering Hub has been set up to develop the volunteering infrastructure.
- The Hub's objective is to enable far more people to volunteer – many through employer supported volunteering.
- With a more diverse group of volunteers who include many more under-represented groups such as rural communities, refugees and asylum seekers. With more volunteers being more active where they are needed most, with organisations working in the most deprived communities. With volunteers well managed and supported, so that they remain committed and motivated and continue to volunteer.
- The Volunteering Hub has been delivering a programme of work under the following headings:
 - **Strategy and management**
 - ☒ Volunteering infrastructure must reach every community in the country.
 - ☒ The priority is to reach out beyond the existing membership of organisations at the core of the Hub and especially to include under-represented communities as we develop thinking about the future of volunteering.
 - **Information dissemination, good practice and management development**
 - ☒ Help support regional and local infrastructure groups to develop a strategic, cohesive and effective approach, with a focus on researching and developing information resources and training strategies.
 - **Modernising infrastructure**
 - ☒ The creation of an infrastructure which is lean, robust and securely funded locally, regionally and nationally.

Research

-  Identifying and researching need and impact across the Volunteering sector.

4. VOLUNTEERING ENGLAND CORPORATE GOVERNANCE

Volunteering England is governed by a Board of Trustees meeting quarterly. In addition, the organisation is supported by number of committees, advisory and working groups involving a wide diversity of people.

Volunteering England is a registered Charity (charity registration number 1102770).

Vision

Volunteering England's vision is of a society where the potential and passion of people to transform lives and communities through volunteering is fully realised.

Mission

Volunteering England's mission is to support an increase in the quality, quantity, impact and accessibility of volunteering throughout England.

Aims

Volunteering England aims to:

1. raise awareness in the public, private and third sectors of volunteering and its value to society
2. strengthen leadership, management and diversity in volunteering
3. ensure a volunteering-friendly economic, political and social environment
4. secure and support an effective and sustainable volunteering infrastructure at local, regional and national level, including a network of quality Volunteer Centres, promoting and enabling volunteering and community involvement.

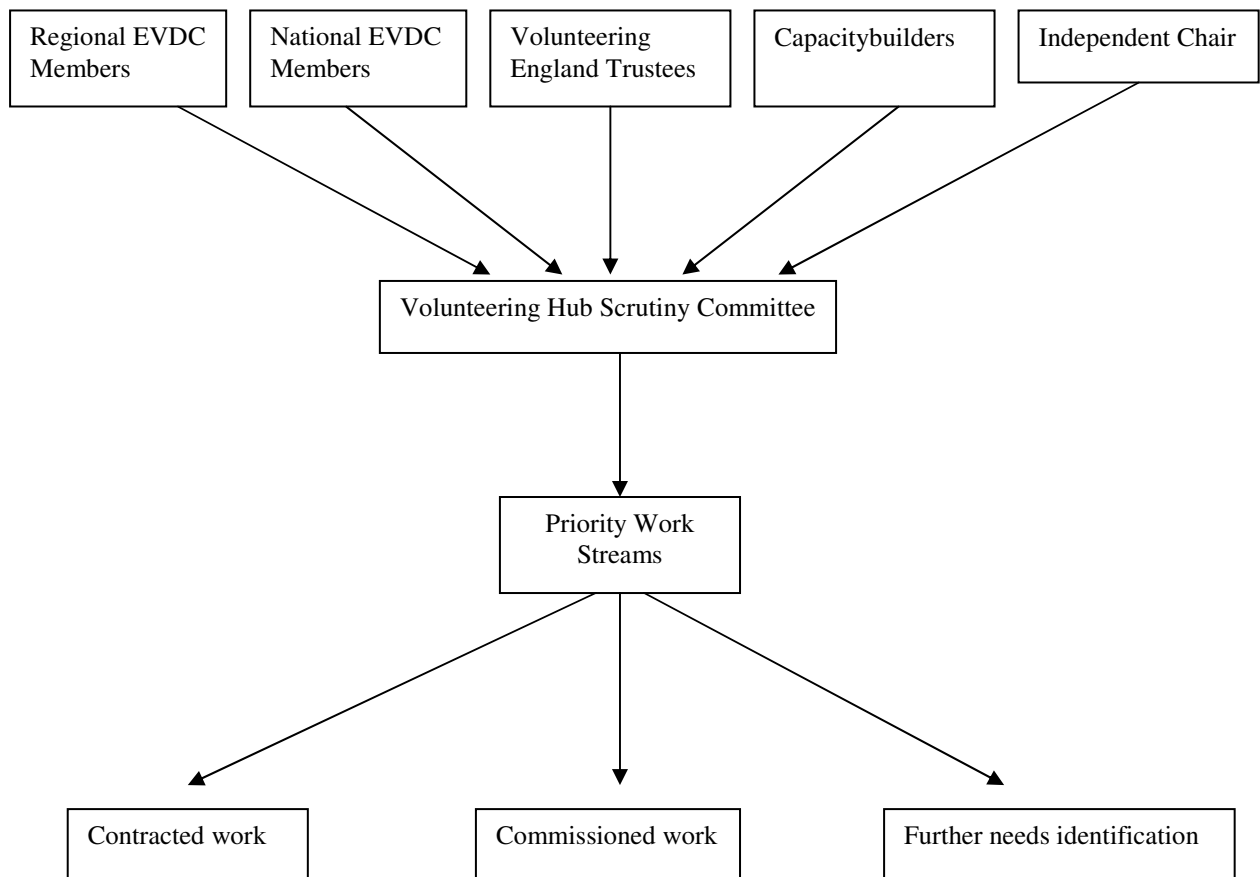
Principles

Volunteering England:

- ✓ celebrates the contribution and value of volunteering in all of its diversity to individuals, communities, causes, society and the wider world
- ✓ respects the importance of people
- ✓ engages with others in effective communication and consultation
- ✓ works for a just and fair society where there is equality of opportunity and individuals are valued in all their diversity
- ✓ values working in partnership with others
- ✓ is committed to effective and open management and service delivery.

5. 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.



6. 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

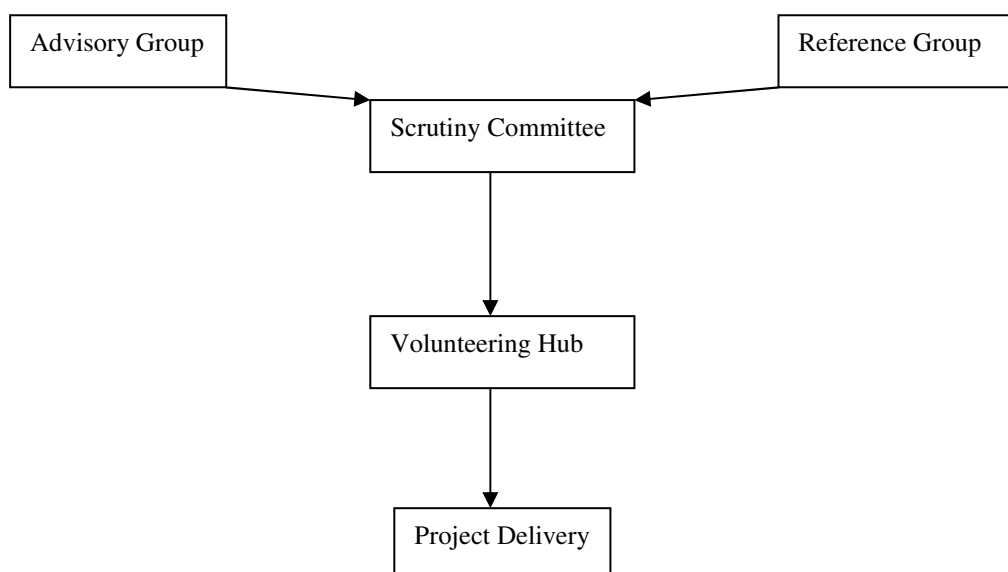
- ✓ Appointments to the Volunteering Hub Scrutiny Committee are made by the Volunteering England Board of Trustees, reflecting the role of Volunteering England as the accountable body.
- ✓ Appointments to the Volunteering Hub Scrutiny Committee are from the membership of the Volunteering England Board 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.



7. 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

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- 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

8. 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.

9. 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

How non Hub work is funded

- Volunteering England's governance and communication structures are funded from unrestricted income.
- The England Volunteering Development Council is not specifically funded although support has been provided in 2004/05 through Volunteering England's income from membership fees and a contribution from the costs of developing the Volunteering Hub Business Plan funded by the Active Community Unit.
- Communication with the local volunteering infrastructure is partly funded by unrestricted income, and partly by the Volunteering and Charitable Giving Unit at the Home Office as part of the Regional Volunteering Development Project (the funding from which runs out in March 2007).
- Volunteering England funded the development of *Building on success*; the costs of publication were partly funded by the Volunteering and Charitable Giving Unit at the Home Office as part of the Regional Volunteering Development Project; a series of regional briefings/consultations on *ChangeUp* and *Building on success* were jointly funded by Volunteering England, the Volunteering and Charitable Giving Unit at the Home Office as part of the Regional Volunteering Development Project and a contribution from the costs of developing the Volunteering Hub Business Plan funded by the Active Community Unit.

The added value the Volunteering Hub will deliver

- Following the England Volunteering Development Council (EVDC) agreement to extend its remit and change its structure in order to be able to deliver on the *ChangeUp* agenda:
- Membership of the EVDC has been extended beyond the membership of Volunteering England, ensuring inclusion of a wider range of opinions and stakeholders. As part of this work the EVDC has specifically engaged with increasing the diversity of membership from under-represented communities.
- The EVDC is the guardian of *Building on success*: strategy for volunteering infrastructure in England 2004-2014. Delivering a rolling 10-year strategy. The EVDC in its new structured form is at the heart of the strategic development of volunteering infrastructure in England. The EVDC will publish *From strength to strength*: strategy for volunteering infrastructure in England 2007-2017.
- The EVDC is convening nine Regional Volunteering Development Councils, one in each of the Government Office Regions. Each Regional Volunteering Development Council Assembly works to common Terms of Reference agreed with the EVDC. Each of the nine Councils meets three times a year. The recent regional meetings have shown widespread support for this proposal from the volunteering sector at regional, sub-regional and local levels.
- Each regional EVDC recommends the appointment of its independent Chair to the EVDC for ratification.
- The national EVDC and the nine regional EVDCs have a distinct brand, linked to Volunteering England's brand through the use of the 'dynamic V' and font. This extends the 'family' of brands linked to VE, which includes the Volunteer Centre network, the Employees in the Community Network, the Excellence in Volunteer Management Programme and others.
- In order to administer this work, to consult with the wider sector, and to ensure that *Building on success* continues to be a rolling strategy, the EVDC, its working groups and the nine regional EVDCs will share a secretariat.

- The Volunteering England Board of Trustees established the Volunteering Hub Scrutiny Committee. The Volunteering Hub Scrutiny Committee shares the secretariat with the EVDC, the Regional Volunteering Development Assemblies and the Volunteering Hub.

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

How non Hub activity is funded:

- Existing provision is funded through a range of funding streams including unrestricted and restricted income from grants, and income generation.
- Much of the activity that Volunteering England delivers to improve the quality of volunteer management is self-financing, some of it having had pump-priming funding supplied from a variety of grants. However, limited funding is seriously restricting delivery of the Excellence in Volunteer Management Programme and engagement with Employers.
- Investing in Volunteers has the potential to be self-financing.
- Volunteer Centres have a variety of sources of income to deliver their support, although much is unfunded or substantially under-funded.
- The Employees in the Community Network is funded by sponsorship and membership fees.

The added value the Volunteering Hub will deliver:

- The Volunteering Hub will ensure that the provision of information and good practice advice for infrastructure organisations continues to build on its and others' existing successful activity.
- Consultation and user feedback has identified a number of areas where the service could be augmented and improved.
- The Volunteering Hub will develop this additionality for the volunteering sector.

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

How non Hub activity is funded:

- The activity undertaken prior to 2004 was funded as part of the core function of Volunteering England, through a strategic grant, income generation and membership income, only sufficient to support a very limited service.
- The development of the original volunteer development agency accreditation process was funded by the Community Fund, with support in London being funded by Bridge House Estates. Since 2003 this activity has been supported by Volunteering England membership income. Both the Community Fund and Bridge House Estates funding were time limited.
- Work on the local rebranding was initially funded by an Active Communities Directorate underspend, covering only the costs of half of the implementation and time limited.
- Since commencing the programme demand has increased significantly more than initial research indicated and further funding to complete implementation is required.

The added value the Volunteering Hub will deliver:

- The Volunteering Hub continues to take forward work that has already been undertaken, building the case for support, models and a policy framework in which the volunteering infrastructure can flourish.
- Specifically it continues to provide the EVDC, nationally and regionally, with research and policy support.
- This activity is working towards sustainability:

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

How non Hub activity is funded:

- Prior to 2004 income was generated through membership fees, restricted and unrestricted grants.
- Due to the limited funding little work on infrastructure development was able to progress. The key impact came with the creation of Volunteering England and the ChangeUp programme.

The added value the Volunteering Hub will deliver:

- The Volunteering hub continues to lead on the development of infrastructure creating a uniformed recognisable brand, strategic engagement and baseline data set identification with impact assessments and growth 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

How non Hub activity is funded:

- Prior to the ChangeUp agenda there was no Volunteering Hub.

The added value the Volunteering Hub will deliver

- The Volunteering Hub provides the support, management, commissioning, and administration for the ChangeUp Volunteering agenda, ensuring an integrated approach that is seamless and value for money.

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.
 - ⊗ Greater 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.

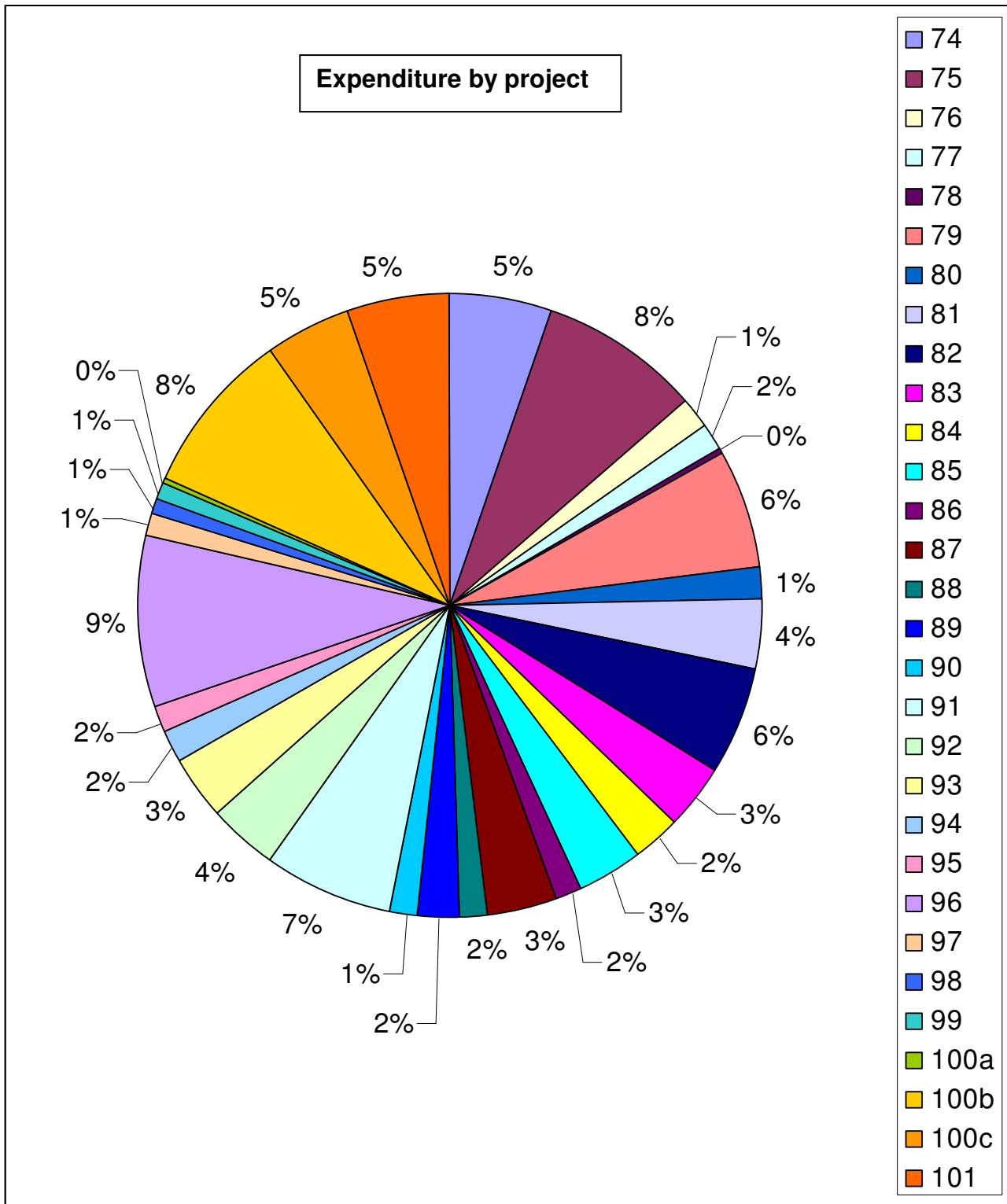
10. RESOURCES

Finance

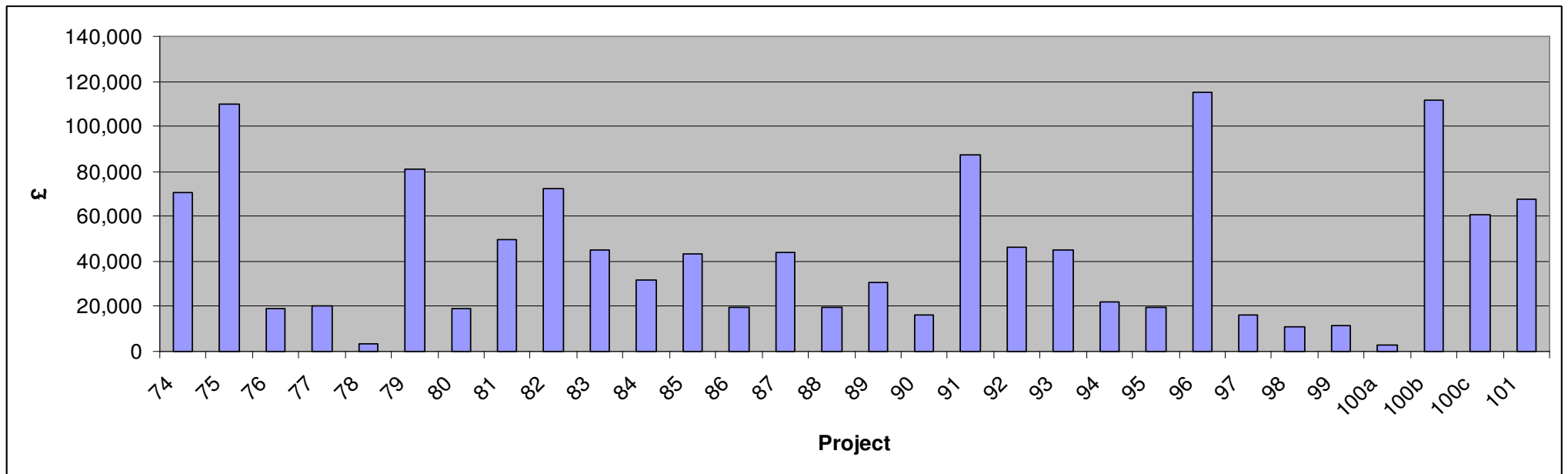
Capacitybuilders has indicated the budget for Volunteering Hub 2007 – 2008 will be at the same level as 2006 – 2007. It is therefore expected the income from Capacitybuilders will be **£1,312,543**

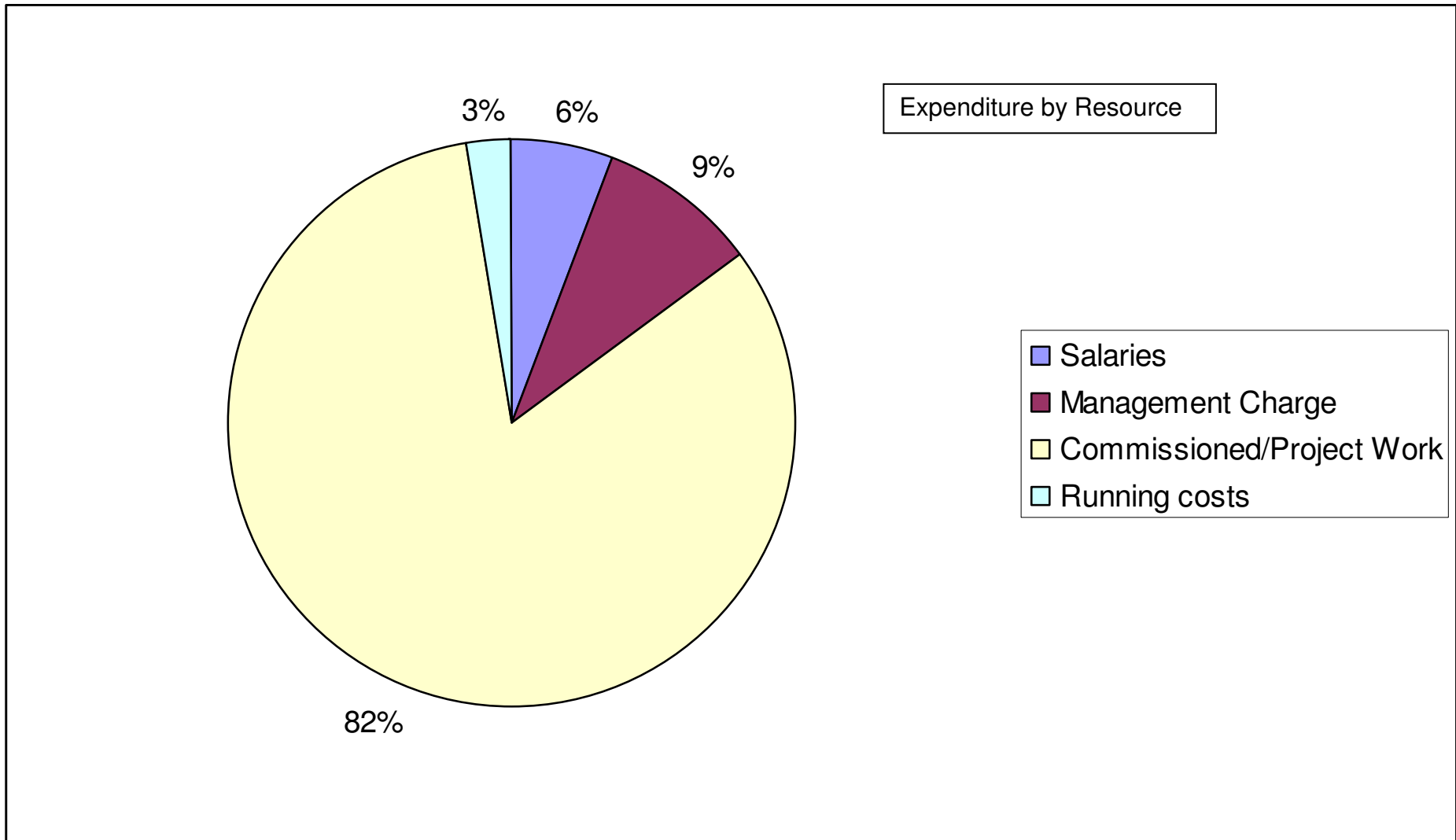
As the Accountable body for the Volunteering Hub, Volunteering England is responsible for safeguarding public funds, ensuring propriety and regularity, and submitting the Annual Report and Accounts for public scrutiny.

Project Name	Resource Allocation Project Line No.	2007 - 2008 £
EVDC	74	70,516
Commission on the Future of Volunteering	75	109,890
LSP Conference	76	19,192
LGA Engagement	77	19,998
Reviewing Building on Success	78	3,300
Information resource	79	80,783
VC Toolkit Training	80	19,050
Volunteering and Risk	81	49,499
Volunteer Centre Accreditation	82	72,481
Improving quality standards	83	44,894
EVM Training Providers	84	31,900
EVM Training	85	43,538
EVM Online	86	19,800
SME Employer Supported Volunteering	87	44,229
How to engage Business for small groups	88	19,907
Action Learning set	89	30,800
Leadership Study	90	16,398
Sports Impact	91	87,295
Branding development	92	46,420
VC Modernisation	93	44,990
Web Integration	94	22,000
Youthnet	95	19,800
Volunteer Management Survey	96	114,847
Public Policy Study	97	15,972
Diversity Monitoring	98	10,993
Hub Scrutiny Committee	99	11,358
Hub Administration Web	100a	3,000
Hub Administration Salaries	100b	111,528
Hub Administration Running costs	100c	60,515
Cross Hub Work	101	67,650
Total		1,312,543



Expenditure by Project





11. STAFFING

The following posts will be required to undertake the work detailed in this business plan.

- ☒ **Head of the Volunteering Hub**
This post will manage the hub
- ☒ **Volunteering Hub Administration**
This post will administer the hub
- ☒ **2x Information Officers**
These posts will deliver the information services
- ☒ **Volunteering Hub Web Developer**
This post will manage the web and ITC services
- ☒ **Researchers**
These posts relates to the research activities required to identify leadership, volunteer involvement, policy and volunteer management.
- ☒ **Training Officer**
This post will co-ordinate the training services and commissions
- ☒ **Consultants**
Consultants will be commissioned as required to deliver specified peaces of work across projects.
- ☒ **EVDC Development Officer**
This post will support and facilitate the EVDC and sub groups
- ☒ **Sports Impact Assessment Officer**
This post will investigate the volunteering in sport
- ☒ **Marketing and Operations Manager**
This post will manage the delivery of the Improving Quality Standard project
- ☒ **Strategic Development Manager**
This post will manage the Improving Quality Standards team and Consultants

Total Salary Costs £348,559

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.

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

Volunteering Hub Business Plan 2007 - 2008

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

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		<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</p> <p>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>

Volunteering Hub Business Plan 2007 - 2008

	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			

APPENDIX B: RISK REGISTER

Risk No	Risk	Possibility of Risk	Impact of risk should it occur	Action	Comment
1	If Volunteering Hub is unable to secure funding for 2007 – 2008 the projects will all fail.	H	1	1, Confirm funding available. 2, produce business plan.	Confirmation of funding for 07 – 08 at 06 – 07 levels.
2	If Volunteering Hub has not achieved value and demonstrated a track record during 05 – 07 It will not have credibility with Capacitybuilders	H	1	1, Evaluate Volunteering Hub. 2, Monitor work through Quarterly reports.	Durning report has a positive outcome for Volunteering Hub. Quarterly reports on target. External review being undertaken.
3	If monitoring and reporting systems are not robust Volunteering Hub will not have credibility with Stakeholders	H	1	1, Develop and implement robust monitoring and evaluation systems. 2, Ensure transparency and openness in all processes	Robust systems in place, external evaluation team inspecting systems. Processes open and engaging stakeholders
4	If Volunteering Hub has no exit strategy it may not be in a position to wind deal with winding work down	M	2	1, Develop an exit strategy for each project. 2, Identify options for projects that could continue beyond 2007	Exit strategy identified and entered into Appendix A Sustainability Colum.
5	If there is no evidence of need to continue work and engage with the Change up agenda beyond 2008 there may not be options for engaging with the open competitive tendering process.	L	3	1, Ensure monitoring and evaluation together with consultations with stakeholders is ongoing	Ongoing monitoring and evaluations are continuing and through EVDC, Scrutiny and VE local and regional stakeholders are engaged.

Possibility of risk
H = High
M = Medium
L = Low

Impact of risk
1 = Damaging
2 = Containable
3 = Minimal

APPENDIX C: VE BOARD MEMBERS

- * **Mike Nussbaum**
Chair, Volunteering England

- * **Carol Kincaid**
Vice-Chair, Volunteering England
County Co-ordinator Kent Volunteers, Kent County Council

- * **Colin Simon**
Honorary Treasurer, Volunteering England
Business Director, Comic Relief

- * **Jenny Baker**
Chief Executive, Brain Tumour UK

- * **Kristina Glenn**
Director, Cripplegate Foundation

- * **Jenny Green**
Saint Catherine's Hospice

- * **Patrick Hamilton**
North Devon Volunteering Development Agency

- * **Nwadi Okereke**
- * **Chris Reed**
Westminster Volunteer Centre

- * **Peter Sloan**
Co-ordinator, Bolton Volunteer Bureau

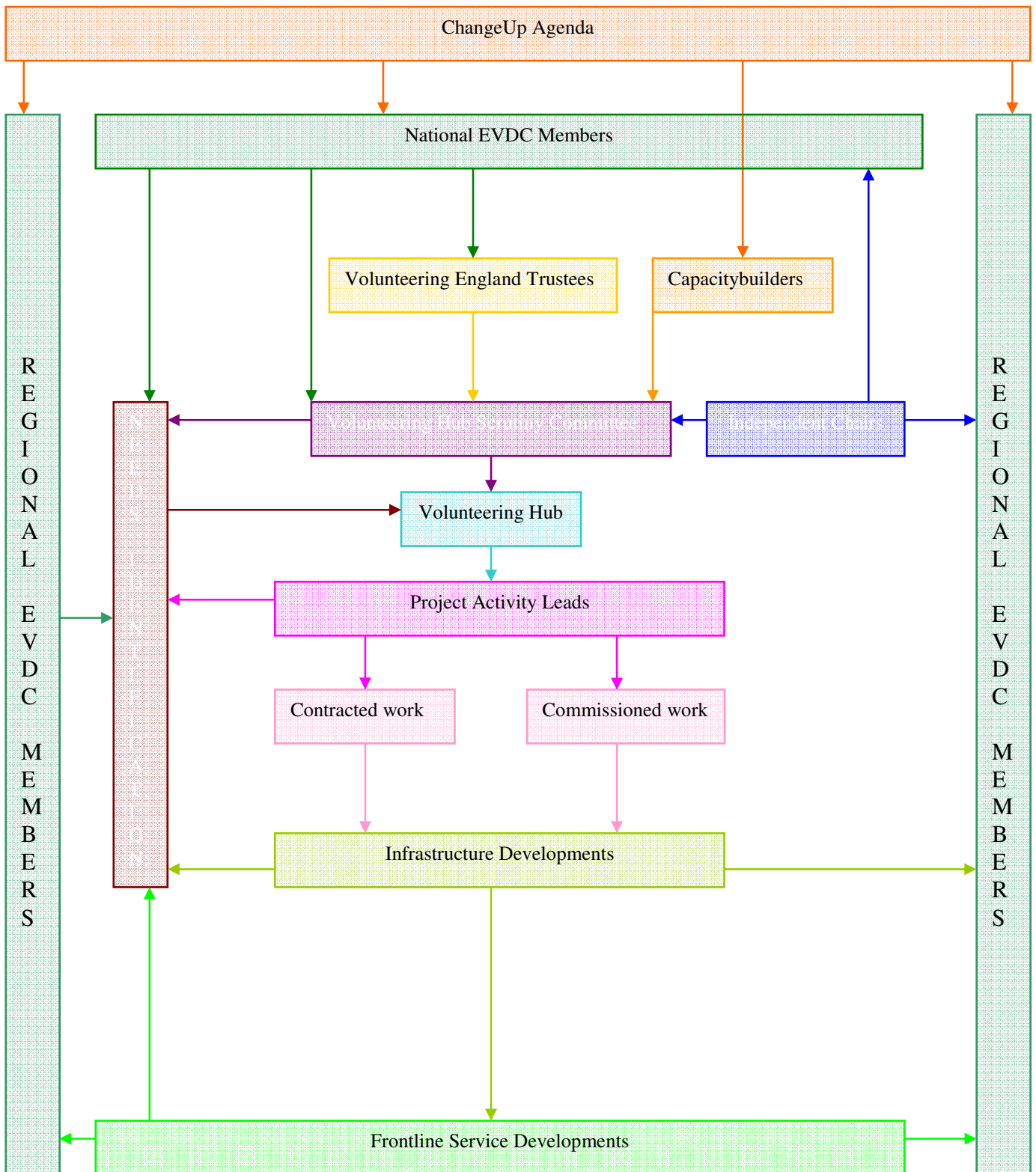
- * **Tiger de Souza**

- * **Georgina Watts**
Director, Youth Action Network

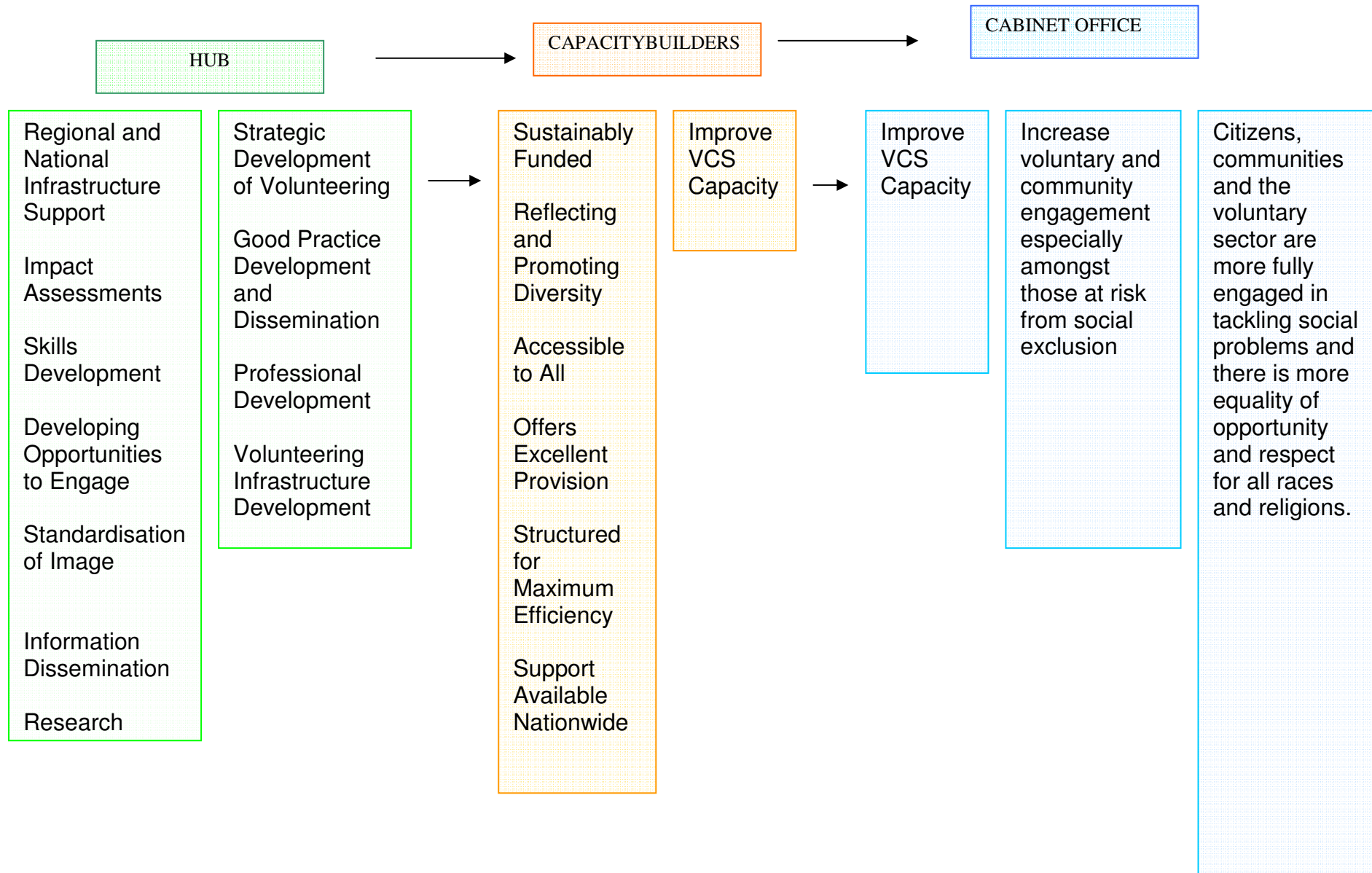
APPENDIX D: VOLUNTEERING HUB SCRUTINY COMMITTEE

- * **Heather Allen,**
Manager Volunteer Centre Dacorum
- * **Mark Reedman,**
Chief Executive Consortium of LGBT Organisations
- * **Nikki Squelch,**
Head of Volunteering Strategy Scope
- * **Lauren Smith,**
Office of the Third Sector, Cabinet Office
- * **Chris Reed,**
Chief Executive Volunteer Centre Westminster
- * **Robin Simpson,**
Chief Executive Voluntary Arts Network
- * **Ben Morgan,**
Office of the Third Sector, Cabinet Office
- * **John Marshall,**
Grants National Co-ordinator, Capacitybuilders
- * **Baroness Joan Hanham**
Independent Chair
- * **Louise Norgate,**
Volunteering England
- * **Christopher Spence**
Chief Executive, Volunteering England

ANNEX E: HUB ORGANISATION CHART



ANNEX F: ALIGNMENT WITH CABINET OFFICE STRATEGIC OBJECTIVES



ANNEX G: PROGRESS TO STRATEGIC OBJECTIVES

Year 1	Year 2	Year 3	Goal	Strategic Objectives	
STRATEGIC DEVELOPMENT OF VOLUNTEERING					
Developing national and regional infrastructure consultation and engagement bodies					
England Volunteering Development Council EVDC National body Terms of Reference realigned	Regional bodies developed Terms of Reference agreed	Independent chairs Training and development Funding bodies engaged	Strategic consultation bodies created and sustained	Improved efficiency	
Commission report disseminated and findings reported on					
Commission on the Future of Volunteering CFV engaged Reported on	CFV engaged Reported on	Completed Reviewed	Consult on report Agree way forward		Encouraged investment
STRATEGIC ENGAGEMENT WITH REGIONAL GOVERNMENT FUNDING BODIES					
Local Strategic Partnerships and Local Area Agreements					
		Engagement with LSP And LAA	Engaging with regional funders	Ensured diversity	
REVIEWING PROGRESS					
Building on Success Begin review	Major review	continue review	Inform strategic development	Knowledge of additional funding streams	
STRATEGIC ENGAGEMENT WITH REGIONAL GOVERNMENT					
Local Government Association					
		Engage with LGA	Engage with regional funders		

ANNEX G: PROGRESS TO STRATEGIC OBJECTIVES

Year 1	Year 2	Year 3	Goal	Strategic Objectives	
GOOD PRACTICE DEVELOPMENT AND DISSEMINATION					
INFORMATION DISSEMINATION					
Helpline and information services Expand the provision Of helpline and Information services	Continue expansion	improve service	Improve quality of services standardise information	Improved efficiency Encouraged investment Ensured diversity Knowledge of additional funding streams	
IDENTIFY IMPACT OF VOLUNTEERING					
Impact Assessment Toolkit Develop baseline data Tools	Pilot tools	Roll out tools Integrate with other tools	Improve standards		
MINIMUM STANDARD DELIVERY					
Quality Standard Develop system	Pilot system	Complete rollout Evaluate impact	Improved standards		
ENGAGE WITH EMPLOYERS					
Investing in Volunteers in Employment Develop minimum Standard quality tool	Engage employers Pilot new standard	Roll out model	Set minimum standard		
EXPLORE VOLUNTEERING AND RISK					
Volunteering and Risk Research Identify issues	Consult on findings	Disseminate widely Review impact	Reduce blocks to engagement		
IMPROVING QUALITY					
		Identify good practice Disseminate information	Improve quality of services		

ANNEX G: PROGRESS TO STRATEGIC OBJECTIVES

Year 1	Year 2	Year 3	Goal	Strategic Objectives	
PROFESSIONAL DEVELOPMENT					
TRAINING AND DEVELOPMENT					
Excellence in Volunteer Management					
Develop model to build Skills base	Pilot model Identify cost	Roll out model Explore sustainability	Improve skills Improve quality Standardise delivery	Improved efficiency	
PEER LEARNING SUPPORT					
Learning Loops					
Identify peer support model	Pilot model	Roll out model	Improve skills Improve quality Standardise delivery	Encouraged investment	
ENGAGE WITH EMPLOYERS					
Employer supported volunteering					
Develop minimum standard	Develop awards programme Pilot standard	Roll out model	Improve skills Increase participation	Ensured diversity	
Knowledge of additional funding streams					

ANNEX G: PROGRESS TO STRATEGIC OBJECTIVES

Year 1	Year 2	Year 3	Goal	Strategic Objectives	
VOLUNTEERING INFRASTRUCTURE DEVELOPMENT					
CORPORATE IMAGE					
Volunteer Centre Branding Identify Brand	Develop and pilot brand	Complete rollout	minimum standard recognition at front line	Improved efficiency Encouraged investment Ensured diversity Knowledge of additional funding streams	
ALIGNING WITH OTHER GOVERNMENT PROGRAMMES					
Volunteer Centre Modernisation		Develop regional focused services	Improved efficiency Geographic link to regional bodies		
ACCESS TO INFORMATION					
Expand and develop web services Create dissemination tool	Develop web services	Expand services	Information dissemination Minimum quality standard National coverage		
MONITORING AND EVALUATION					
Collecting monitoring information		Develop baseline monitoring	Identify impact and baseline measuring		
Volunteering and sport		Develop baseline monitoring	Identify impact and baseline measuring		
RESEARCH					
Leadership, Volunteer involvement, Public Policy, Management		Identify baseline information	Inform future development		

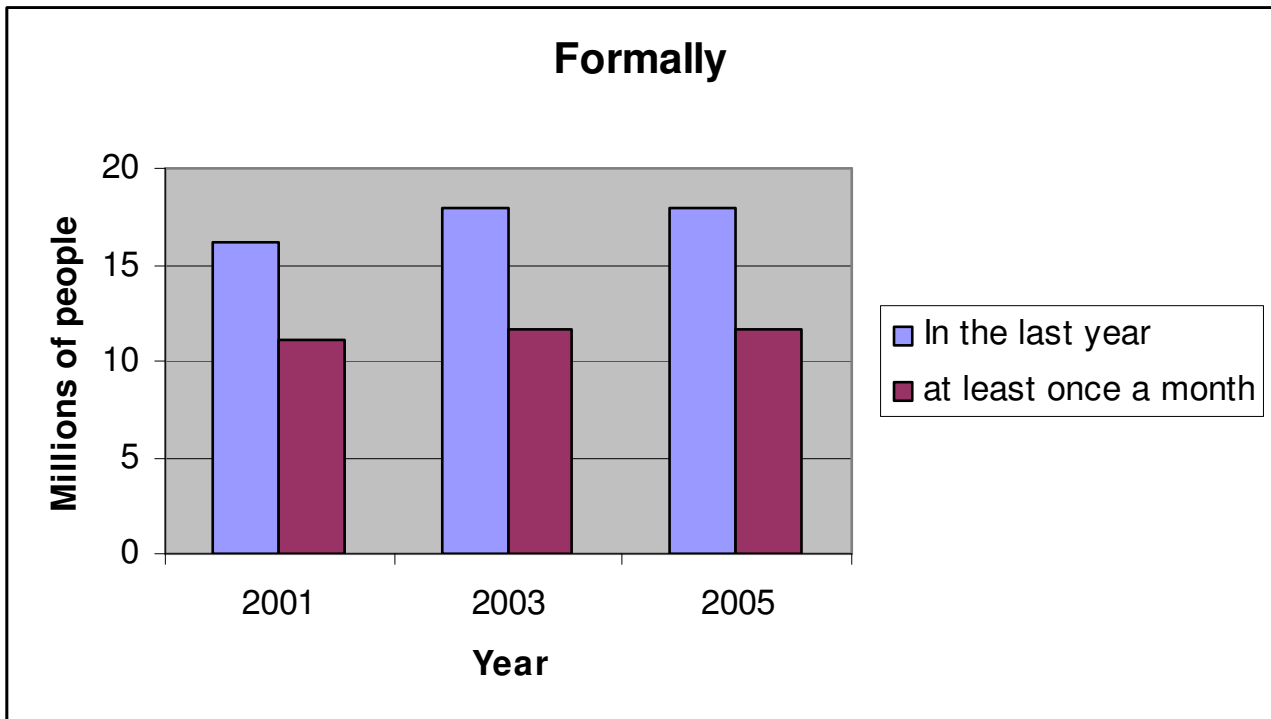
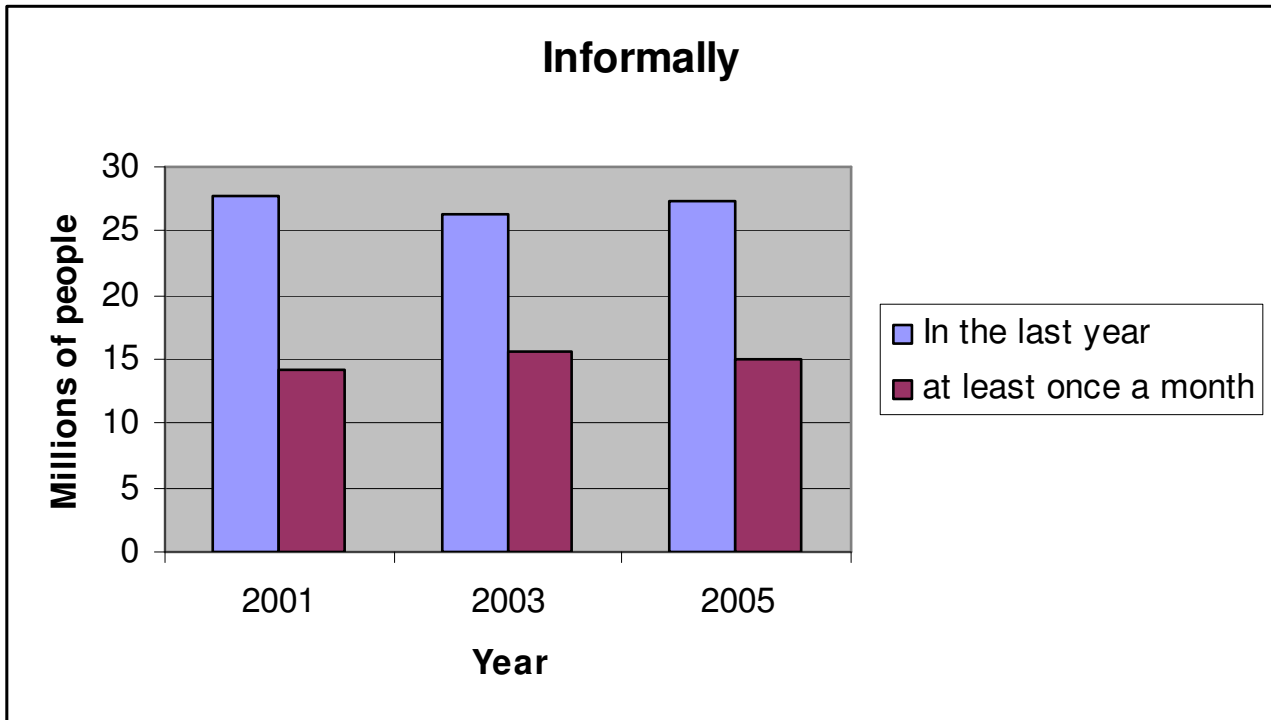
ANNEX G: PROGRESS TO STRATEGIC OBJECTIVES

Year 1	Year 2	Year 3	Goal	Strategic Objectives	
MANAGEMENT OF THE VOLUNTEERING HUB					
HUB MANAGEMENT					
Establishing team	Develop Hub	Streamline service	Co-ordinate provision Ensure delivery	Improved efficiency Encouraged investment Ensured diversity Knowledge of additional funding streams	
HUB EVALUATION					
Implement recommendations of evaluation		Review progress Implement recommendations	Improve quality Improve effectiveness		
SUPPORT COMMISSIONED ACTIVITY					
Co-ordinate and support commissioning of activity					
Develop Commissioning Systems	Expand commissioning Monitor progress	Continue commissioning Continue monitoring	Ensure delivery		
CO-ORDINATE COMMUNICATIONS					
Communicate work of the Volunteering Hub					
Develop tools for Communicating Hub work	Ensure effective communications continues	Continue with communications	Engage with infrastructure Demonstrate progress Raise awareness		
CO-ORDINATE IN PARTNERSHIP THE CHANGEUP ACTIVITY					
Continue partnership working with Capacitybuilders and Hubs					
Develop co-ordination mechanism	Improve co-ordination	Refine co-ordination	Improve delivery Reduce duplication		
DEVELOPMENT OF HUB					
Development of Hub activity					
Develop activity	Monitor progress Develop new activity	Evaluate progress Monitor progress Develop new activity	Deliver services Improve quality Identify gaps		

ANNEX G: PROGRESS TO STRATEGIC OBJECTIVES

Year 1	Year 2	Year 3	Goal	Strategic Objectives	
MANAGEMENT OF THE VOLUNTEERING HUB (continued)					
CROSS HUB PARTNERSHIP WORKING Communications, evaluation and networking					
		Develop joint approaches to Cross Hub Communication Joint Evaluation Hub Networking Engagement with funders	Improve performance	Improved efficiency Encouraged investment Ensured diversity Knowledge of additional funding streams	
GOVERNANCE Volunteering Hub Scrutiny Committee					
Establish Scrutiny Committee	Support Scrutiny Committee	Support Scrutiny Committee	Ensure good governance Prioritisation		
MANAGEMENT Volunteering England Management of Hub					
Ensure delivery begins	Support activity Identify improvements	Improve quality Reduce costs	Ensure successful delivery		

ANNEX G: 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.

