

**SOUTHAMPTON  
VOLUNTARY  
SERVICES  
FORWARD PLAN  
2008 - 2011**

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**SVS is a registered charity no. 1068350  
SVS is a company limited by guarantee registered in England and Wales  
Company registration number 3515397  
(formerly Southampton Council of Community Service)**

Southampton Voluntary Services  
Voluntary Action Centre, Kingsland Square, St Mary St, Southampton SO14 1NW  
023 80228291 or [information@southamptonvs.org.uk](mailto:information@southamptonvs.org.uk)

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# SVS Forward Plan 2008 – 2011

## Strategic Overview

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### **Mission**

SVS aims to support a vibrant voluntary & community sector with a strong voice and the best of support. SVS actively promotes voluntary action and the provision of essential services to vulnerable communities.

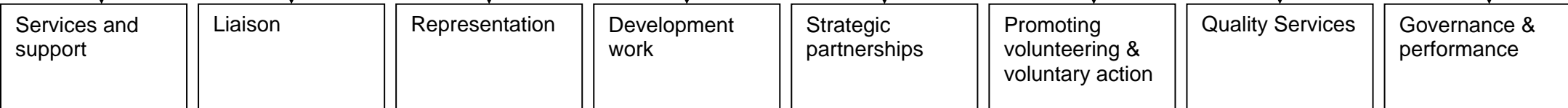
### **Vision**

A city in which all people are inspired to make positive contributions to their communities.

### **Values**

Passion  
Inclusiveness  
Independence  
Innovation  
Partnership

Aims



Work Programmes

<p>One to one work with groups</p> <p>Training for groups &amp; individuals</p> <p>Library &amp; equipment loan</p> <p>Funder Finder &amp; funding advice</p> <p>Room hire</p> <p>Events &amp; workshops</p> <p>SVS information services</p>	<p>SVS Forums &amp; Networks</p> <p>Forums Link</p> <p>Practitioner links</p> <p>Presentations, awareness raising, joint events &amp; conferences</p> <p>Links to Neighbourhood Partnerships &amp; Management</p>	<p>Forums providing communication channel</p> <p>Steering Groups for Services</p> <p>Advocacy</p> <p>Forum Link and electoral process for VCS representatives</p> <p>Input to RAISE, NCVO, NAVCA, Volunteering England &amp; other sector bodies</p> <p>Implementation of Guidelines for Representation</p>	<p>One to one work with groups</p> <p>SVS information services</p> <p>Research &amp; highlighting gaps in provision &amp; unmet needs</p> <p>CRB umbrella service</p> <p>Good practice guidance on policies &amp; procedures</p> <p>Trustee Development Programme</p>	<p>Support to VCS to achieve City of Southampton Strategy outcomes</p> <p>Facilitate sector representatives on Southampton Partnership</p> <p>Outreach widely in the city</p> <p>Implementation of Compact &amp; Codes of Practice</p>	<p>Volunteer information sessions &amp; outreach</p> <p>Volunteer involvement in all areas of SVS work</p> <p>Volunteer Co-ordinators Group good practice advice</p> <p>Volunteers Certificate Scheme</p> <p>Training &amp; good practice advice</p> <p>Promoting active citizenship, social cohesion and civil society</p>	<p>Service delivery to specified targets &amp; relevant quality standards</p> <p>Securing longer term funding / contracts</p> <p>User involvement in service delivery</p>	<p>Maintain Governance Code principles</p> <p>Expand Information &amp; Communication Technology, database &amp; web effectiveness</p> <p>Develop SVS Communication &amp; Marketing strategy</p> <p>Harmonise terms &amp; conditions</p> <p>Maximise income opportunities</p> <p>Develop KPIs for SVS</p> <p>Grow membership, review member pack &amp; member services</p> <p>Gain &amp; continue to meet Quality Standard requirements</p>
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## 1. EXECUTIVE SUMMARY

This Plan has been developed through discussion and consultation with SVS members, staff and volunteers, including the Executive Committee, and external stakeholders. The full plan details the process, including the review of the underpinning vision, mission, values and charitable objectives.

This summary gives details of the eight Key Aims for 2008-11 to which key organisational targets are linked. Detailed team targets have been prepared to support these Aims; these will be updated annually and are available upon request.

**SVS Vision** is of a city in which all people are inspired to make positive contributions to their communities.

**SVS Mission Statement:** SVS aims to support a vibrant voluntary and community sector with a strong voice and the best of support. SVS actively promotes voluntary action and the provision of essential services to vulnerable communities. The summary strapline remains as “**Promoting Voluntary Action**”.

SVS's primary role as the Infrastructure development organisation and umbrella body for local voluntary and community groups is set out by its national body the National Association for Voluntary and Community Action (NAVCA). Eight **Key Aims for 2008-11** have been developed; the five NAVCA core functions which link in to their Performance Standards (Aims 1 to 5) and three further Aims cover Promoting Volunteering and Voluntary Action, Quality Services and Governance and performance (Aims 6, 7 and 8). The eight Key Aims for 2008-11 are:

### *Voluntary Sector Support*

1. **Services and support** - SVS will promote the effectiveness of local voluntary and community groups by providing them with a range of services including access to practical facilities, such as meeting rooms, photocopiers and Information and Communication Technology (ICT) equipment and more involved support through general and specialist advice and information including regular newsletters, website, training and funding advice.
2. **Liaison** - As a focal point for the local voluntary and community sector in Southampton, SVS will encourage networking between individuals and groups within the sector, and between local groups and the statutory and private sectors. SVS will also help different communities to organise their own networking activity.
3. **Representation** - With government encouraging involvement of voluntary and community groups in shaping and delivering services, SVS will enable the views of local groups to be represented strategically at local, regional and national level.
4. **Development work** - SVS will help identify gaps in service provision and work with groups to develop new and innovative services to meet these needs.
5. **Strategic partnerships** - SVS will work in partnership with local government and other statutory agencies to shape and deliver services to meet city needs.
6. **Promoting volunteering and voluntary action** - SVS will use its resources to promote volunteering in Southampton and to facilitate increased opportunity for voluntary action as an expression of active citizenship and civil society.

### *SVS Services*

7. **Quality Services** - SVS will deliver good quality services to meet the individual needs of vulnerable communities.

### *Governance*

8. **Governance and performance** - SVS will demonstrate best practice in governance by upholding the standards within the Good Governance Code for the Voluntary and Community Sector.

## 1. EXECUTIVE SUMMARY

**Key areas for which we will seek additional funding:** SVS sees the next three years is more likely to be a period of consolidation than of growth. Our aspiration is not to stand still but to build steadily from a strong and consolidated base. Opportunities to apply for funding for additional work are likely to arise and, where appropriate, SVS will seek out these opportunities in the areas of Small group support including in new and emerging communities; Procurement, contracting and tendering; Adult & supported volunteering; Funding & financial management; ICT; Asset management; User and carer voice; Trustee development; Local neighbourhood focused outreach & development including Good Neighbour and Community Care Groups; and for further development at the Voluntary Action Centre. SVS will normally not seek to compete with member organisations, as to do so would undermine the sector we seek to serve. SVS will also consider Social Business opportunities, where appropriate.

Our key **work programmes** for the period 2008-2011 are summarised as follows:

- i. **Services and support** - One to one work with groups; Training for groups & individuals; Library & equipment loan; Funder Finder & funding advice; Room hire; Events & workshops; and SVS information services.
- ii. **Liaison** - SVS Forums & Networks; Forums Link; Practitioner links; Presentations, awareness raising, joint events & conferences; and Links to Neighbourhood Partnerships & Management.
- iii. **Representation** - Forums; Steering Groups; Advocacy; Forums Link and electoral process for VCS representatives; Input to RAISE, NCVO, NAVCA, Volunteering England & other sector bodies; and Implementation of Guidelines for Representation.
- iv. **Development work** - One to one work with groups; SVS information services; Research & highlighting gaps in provision & unmet needs; CRB umbrella service; Good practice guidance on policies & procedures; and Trustee Development Programme.
- v. **Strategic partnerships** - Support to VCS to achieve City of Southampton Strategy outcomes; Facilitate sector representatives on Southampton Partnership; Outreach widely in the city; and Implementation of Compact and Codes of Practice.
- vi. **Promoting volunteering and voluntary action** - Volunteer information sessions & outreach; Volunteer involvement in all areas of SVS work; Volunteer Co-ordinators Group good practice advice; Volunteers Certificate Scheme; Training & good practice advice; and Promoting active citizenship, social cohesion & civil society.
- vii. **Quality Services** - Service delivery to specified targets & relevant quality standards; Securing longer term funding / contracts; and User involvement in service delivery.
- viii. **Governance and performance** – Maintain Governance Code Principles; Expand ICT, database & web effectiveness; Develop SVS Communication & Marketing strategy; Harmonise terms & conditions; Maximise income opportunities; Develop Key Performance Indicators (KPIs) for SVS; Grow membership, review member pack & member services; and Gain & continue to meet Quality Standard requirements.

The Forward Plan 2008-11 is available on our website [www.southamptonvs.org.uk](http://www.southamptonvs.org.uk), or in hard copy. If you have any comments, our contact details are set out on the front cover.

## 2. INTRODUCTION

- i. This three year forward plan covers the period **April 2008 – March 2011**. The start of this planning period coincides with Southampton Voluntary Services' (SVS's) tenth birthday as an incorporated charitable company limited by guarantee on 1<sup>st</sup> April 2008. It is the sixth three year forward plan prepared by SVS or its predecessor organisation Southampton Council of Community Service. SVS, including predecessor organisations, has now served the people of Southampton for in excess of forty years and its roots were as a Standing Conference of Social Services organisation.
- ii. The plan is written to link in with our grant application to Southampton City Council for a three year period 'intent to fund'. Although this has influenced the timing and period of the plan it is not the sole purpose of the plan. Throughout the process of development it has been important for all concerned to reflect on and develop a plan which is primarily of value to SVS as it seeks to carry out its role effectively within the diversity of our sector and the changing environments in which we work. It is a plan which will give us a **long term vision and direction** – at least from today's perspective. It helps us to match our resources to both the environment and the aspirations of those with whom we work, who are important to us, and who influence our work.
- iii. The plan has been developed in consultation with a range of **stakeholders**. We undertook a member's survey to establish their views on the services we currently offer, and asked them to identify gaps and priorities. We also listened to the views of a range of external stakeholders including Southampton City Council (SCC) and Southampton City Primary Care Trust (PCT). Finally but equally significant we had an Away Day with our Executive Committee, who are the elected Trustees of SVS, and our staff – paid & voluntary – to review SVS and also to reflect on and start to plan for the future. This was followed up by team meetings where detailed plans for each team were developed for the coming year. The term 'staff' throughout this report includes paid staff and volunteers of which there are roughly equal numbers (74 paid and 72 volunteers).
- iv. The plan is written to include a review of some of the **external agendas** which set the framework in which we work. This is a period of great uncertainty and challenge for the sector as a whole and for SVS and our member organisations within the city. The advent of tendering and contracting, uncertainty over funding streams and a less buoyant economy make the outlook for income generation more uncertain at a time when expectations of and the likely users of our services are increasing. This can only add to the pressures faced by our staff team who already 'go the extra mile'. It is also a time when political leaders of all persuasions are talking up the role of the sector, which we welcome, but with major constraints on public sector funds there are not always additional resources assigned to support the increasing expectations.
- v. We have then reviewed **how SVS works internally**, its past achievements and areas still to develop, alongside asking fundamental questions about whether our values and missions are still relevant in light of the external environment facing SVS and our members. All of this forms the bedrock of our organisation giving us the stability and clarity of purpose to confidently move forward, and giving us all a shared commitment to the whole organisation. We identified our eight Key Aims which encompass all our activity over the next three years, and linked to these our organisational key targets for the period as well as annual targets linked to teams.

## 2. INTRODUCTION

- vi. In the current environment there is always work we would like to do if we could – and to this end we have identified areas for which we will be actively seeking resources – but our main ambition will be to operate **a stable organisation over the next three year period building steadily from a strong and consolidated base**, retaining flexibility and capacity to respond to emerging and existing needs.
- vii. Finally, any plan such as this is only of value if it is actually used. With this in mind the final section details the review process which is part of our commitment to the application of various **quality standards** which should ensure that we reflect our progress and adjust our work plan alongside new developments and influences as we continue to move forward.

SVS welcomes comments and contributions – positive or constructively critical – from our members and key stakeholders at any time and aims in all we do to be a reflective and learning organisation constantly aiming to do our best.

### 3. EXTERNAL ENVIRONMENT

#### The Big Picture – the National Agenda and Local Operating Environment

i. **The National Association for Voluntary and Community Action (NAVCA)**, to which we are affiliated, has established five core functions of a Council of Voluntary Service (CVS):

- **Services and support** - CVS promote the effectiveness of local voluntary and community groups by providing them with a range of services. These may include access to basic facilities, such as meeting rooms, photocopiers and ICT equipment or more involved services such as community accountancy and employment advice. CVS also support local groups through regular newsletters, training, funding advice and specialist services.
- **Liaison** - As a focal point for the local voluntary and community sector, CVS encourage networking between individuals and groups within the sector, and between local groups and the statutory and private sectors. This allows local groups to learn from one another, establish contacts and work more effectively. CVS also help different communities to organise their own networking activity.
- **Representation** - With government encouraging involvement of voluntary and community groups in shaping and delivering services, CVS enable the views of local groups to be represented. For example, many CVS run voluntary and community sector forums which provide an opportunity for local groups to put forward their views on national and local policies.
- **Development work** - Over the years, the local voluntary and community sector has pioneered some of the essential public services that we now take for granted. Child protection and care for older people, for example, had their origins in, and were developed by, the voluntary sector. This tradition has continued into the 21st century, and today CVS help identify gaps in service provision and work with groups to develop new and innovative services to meet these needs.
- **Strategic partnerships** - CVS work in partnership with local government and other statutory agencies to shape the delivery of services. CVS play a key role in empowering local groups to take part in partnerships and are directly involved in a wide range of regeneration, neighbourhood renewal, health and social care, learning and other government initiatives. Strategic partnerships may be sub-regional, district wide or neighbourhood. They may cover several issues or have a particular focus.

Each CVS will develop the work based on local demand and circumstances. To focus these core functions on outputs, NAVCA has also developed five **Performance Standards**:

- The organisation pro-actively identifies needs in the local community and facilitates improvement in service provision to meet those needs.
- The organisation assists local voluntary and community organisations to function more effectively and deliver quality services to their users, members or constituents.
- The organisation facilitates effective communication or networking and collaboration amongst local voluntary and community groups.
- The organisation enables the diverse views of the local voluntary and community sector to be represented to external bodies, developing and facilitating structures which promote effective working relationships and two-way communication.
- The organisation enhances the voluntary and community sector's role as an integral part of local planning and policy making.

SVS is committed to meeting the five NAVCA Performance Standards, and to reflect this commitment SVS has adopted the five core functions as identified by NAVCA within our eight Key Aims for 2008-11 as set out in Section 7 of this Plan.

### 3. EXTERNAL ENVIRONMENT

#### The Big Picture – the National Agenda and Local Operating Environment

ii. **The National Council for Voluntary Organisations (NCVO)** each year develop a critique of the key influences at work in society and their impact on our sector. This year **Third Sector Foresight** departed from previous practice by selecting six aspects of the operating environment to focus on, rather than providing a comprehensive overview. The six aspects of the operating environment identified the following key issues for our sector (*Voluntary Sector Strategic Analysis 2007/08*) which have as much resonance for Voluntary and Community Organisations (VCO's) locally as it does nationally:

- **Local governance** - Local government policy is going through a period of change. Government interest in community governance and citizen engagement presents opportunities and challenges for VCO's working at a local level.
- **Public services** - The operating environment for VCO's delivering public services continues to be broadly favourable. However, there are challenges on two fronts: firstly, pressures on public finances will squeeze funding. Secondly, the pressure on the sector to demonstrate that it truly offers something valuable (eg through innovation, or proximity to users) is intensifying.
- **Attitudes towards individual and collective responsibility** - Public attitudes towards individual and collective responsibility are changing how people view their responsibilities to wider society, and those of government and other actors, influence how people choose to engage with VCO's and which causes they choose to support.
- **Funding** - The funding environment is characterised by ever greater sophistication and complexity. A range of factors, from new financial instruments to higher donor expectations, mean that VCO's have to be more flexible and responsive to survive.
- **Globalisation** - The world is becoming increasingly connected and interdependent in the economic, social, technological, political and ecological spheres, presenting both challenges and opportunities for the UK Voluntary and Community Sector (VCS).
- **The environment** - Over the last year, the environment has emerged as a major theme in everyday life, and domestic and international politics. Concerns about the environment will impact on all organisations in all sectors, regardless of whether or not they work in the field.

NCVO identified the key drivers for each of these aspects, and the key trends. Prominent themes emerged, as is set out in Appendix K.

The report includes a section entitled "**The changing shape of the VCS**", an excerpt from the UK Voluntary Sector Almanac 2007. The key messages arising were:

- The long-term expansion of the sector is still in evidence
- The number of large charities has doubled and the value of total assets has risen, but the squeeze is on smaller and middle sized charities
- The VCS's income is rising; large organisations account for a greater share of income but most individual organisation's incomes are falling
- Volatility of income is a problem
- Social enterprise is driving the voluntary sector economy.....as are statutory income sources
- The sector is becoming more efficient
- Charitable giving is widespread among the public
- The number of paid employees continues to increase with part-time working still a distinctive feature of the sector
- Formal volunteering is slowly increasing with formal volunteers equating to double the paid workforce.

### 3. EXTERNAL ENVIRONMENT

#### The Big Picture – the National Agenda and Local Operating Environment

- iii. **Change-Up** is the Capacity Building and Infrastructure Framework for the Voluntary and Community Sector initiated by the Home Office, now managed through Capacity Builders.

In April 2008 there will be a new phase in Change-Up. Capacity Builders are to implement agreed changes in national support services and local consortia. New roles and remits are coming into force based on the reviews undertaken over the summer of 2007 with proposals for supporting local consortia if “fit for purpose” with three year grants.

The future delivery of the National Support Services has been simplified and streamlined and organisations have been commissioned directly to deliver the following programmes under strategic themes which replace the previously established national Hubs of Excellence. It is stated that this will provide a greater proportion of available resources to organisations involved in direct delivery although decisions on local allocations are currently still uncertain with existing funding ending in March 2008, which impedes local delivery.

The National themes are:-

- Performance Management
- Income Generation
- Equalities and Diversity
- Modernising Volunteering
- Collaboration and Partnership
- Adapting to social change
- Marketing and Communications
- Campaigning and Advocacy
- Leadership and Governance.

SVS has led the local Infrastructure Development Consortia including Voluntary and Statutory Sector partners in formulating the ten year Infrastructure Development Plan for the city which is entitled “Strong Voice, Capable Organisation, Confident Communities – A plan for the Voluntary and Community Sector Future” and which is available on the SVS website.

- iv. The **City of Southampton Strategy** is the Sustainable Community strategy developed and implemented through the Southampton Partnership (SP) as the overarching Strategic Partnership for the city. Enormous resource from our sector, alongside others, has gone into supporting the set up of this Partnership and the development of the Strategy and the Local Area Agreement (LAA) which now underpins public service delivery in key priority areas. This is therefore a major item on the local agenda for our sector as for others.

The energy of individuals is helping to engage the sector but locally, as well as nationally, there is a recognised tension between this high level of commitment and the resulting benefits which are sometimes seen as limited. It is part of our role to facilitate the involvement of the Voluntary and Community Sector to The Southampton Partnership and to sustain the commitment, evidence the successes and to continue to support the implementation of the Community Strategy for the benefit of all our communities – whether of interest, neighbourhood or identity. SVS led on drafting the Statement of Community Involvement required for the first LAA and will continue to support our sector’s involvement in the future SP and LAA process.

### 3. EXTERNAL ENVIRONMENT

#### The Big Picture – the National Agenda and Local Operating Environment

- v. The ever increasing move to partnerships continues in parallel to the expansion of regional government and both of these emphasise the need for SVS to develop and maintain **significant links with national, regional and county bodies** and agencies outside of Southampton.
- Through the CVS Network we link in a variety of ways: there are regular Chief Officer's meetings of CVS' in Hampshire and Isle of Wight (Choffs) which look at a shared agenda of issues including some recently piloted countywide activity around mapping, learning, IT and HR. There is also a strong Volunteer Co-ordinators network and links between Shopmobility and Young Carers work. However, closer working between the remaining Hampshire CVS' linked to Hampshire County Council and Hampshire Primary Care Trust will inevitably not include Southampton, Portsmouth and Isle of Wight CVS' as Unitary Authority CVS' and may leave us in a more isolated position in future.
  - RAISE is the regional voluntary sector body which acts as a link for the sector to regional structures such as GOSE and SEEDA. We were actively involved in the steering group leading to the establishment of RAISE and now continue as members of RAISE and as such receive their newsletters, get involved in consultations and attend briefing meetings and trainings organised as part of the regional agenda. This helps to inform the whole range of our work. SVS' Chief Executive is the elected SE Regional Representative to the NCVO Board, nominated by RAISE.
  - Through our contracts for voluntary sector support and service provision we link with various regional and sub regional bodies such as GOSE, LSC and SEEDA.
  - Nationally our strongest network links are with NACVS, NCVO and Volunteering England (VE). All of these provide a good source of information which informs all facets of our work. In addition we again become involved in consultation as well as attending briefings, etc or inviting their staff down to local events. SVS has recently achieved the VE Quality Accreditation.
  - In addition, we receive information from a wider range of specialist national organisations all of which serves to keep our knowledge of developing issues current and informed. They are often models of good practice as well as examples of activity in other areas from which we can all learn. It is also through these networks that we can develop links with national organisations which may link into local provision or activity.

## 4. THE LOCAL AGENDA

### Consultation

In order to ensure that appropriate views were considered in the development of the SVS Forward Plan 2008 – 2011, the organisation consulted with external stakeholders, members and a group comprising staff, volunteers and members of the SVS Executive Committee. The results of each of these consultations are set out below.

i. **External stakeholder views** were sought from other sectors with whom we work, involving meetings with 14 key stakeholders. The agenda for the various discussions is set out at Appendix D. Their responses were, as expected, varied and wide ranging, tending to reflect their own area of work and specific contact with SVS. There were, however, some areas of commonality and the main themes have been picked out in the analysis set out in Appendix E and are summarised as follows:

- *How do you view your relationship with SVS?* - Relationships with SVS were generally considered to be good, with improvement in some relationships in the last year. SVS was described as a “competent body with credibility”.
- *Are you clear about SVS’s purpose?* - Comments generally indicated that our key stakeholders were clear about SVS’s purpose. Various challenges to make our work more explicit are helpful and give us food for thought as we enter this challenging three year plan period. These will be incorporated in our review of communications and marketing across SVS.
- *What is your perception about the range of groups SVS works with?* - This question gave rise to varied answers, reflecting the variety of the stakeholders involved in the consultation process. There was a general view that SVS worked with a wide range of groups.
- *What do you consider are SVS’s strengths and weaknesses?* - Strengths identified included SVS’s strategic contribution, a well balanced organisation, an interactive agent bringing together the statutory and voluntary sectors.

A number of comments were made covering both weaknesses and opportunities for SVS. These included a lack of resources to take on the wider role that some stakeholders would like to see SVS take. Comments were also made that SVS needs to be realistic as to where it can have an impact, again recognising the limited resources available and a desire that we should not stretch too far and wide. Questions were raised regarding our corporate approach to assessing our impact and getting our message across, and it was observed that there is a need to get the sector to present itself proactively and hear more about the voluntary sector successes. SVS has recognised that building its marketing capability will be an important part of the development within the three year plan period.

- *Do you feel we are consistent in our approach across the whole organisation?* - There were some strong feelings that SVS is consistent across the organisation, with positive comments about our staff being very welcoming.
- *What do you think about the core functions of SVS?* - This question gave rise, as expected, to a great range of answers, detailed in the Appendix.

Various other suggestions were received during the stakeholder consultations and these are also set out in the Appendix.

## 4. THE LOCAL AGENDA

### Consultation

- ii. The **member survey** is set out in Appendix B and the summary of the results are attached as Appendix C. Some 35 member organisations contributed to the survey results, and we have also been able to draw on the extensive recent member consultations as part of the Change-Up programme; the results set out below and in the appendix consolidate all our recent member consultation exercises.

We asked members to prioritise our resources and found that our member organisations had varying needs and that no particular areas of our work, following NAVCA core standards, was preferred by our member organisations over other areas. SVS has traditionally aimed to balance an equitable split of emphasis on the core functions and will continue to do so in light of this feedback.

We also asked our members to rate our performance on the five NAVCA areas, and the responses concluded that SVS has predominantly demonstrated effectiveness or shown outstanding effectiveness in those areas. Examples were given by members to show how SVS has helped member organisations and members also set out what they would like SVS to do; these are set out in detail in the Appendix. The comments overall were extremely positive, which we welcome.

The survey also sought members' views on SVS staff, who were rated generally good or excellent, and on the reach and value of the services SVS offers. The top services were, consistent with previous member surveys, the SVS Mailings and briefings, Funder Finder, Forums and networks, links to other organisations and networks and information / support on grants and funding. The survey finished with questions on training. The survey and other consultation exercises have provided us with some valuable insight into the way our members see us.

- iii. An **Executive Committee / Staff Away Day** was held in November 2007 at which a number of tools were introduced to the participants, working in mixed groups which included a cross-section of staff, volunteers and members of the SVS Executive Committee. The day was facilitated by Professor Howard Rose of 'Riding Your Wave' and previously Dean at Southampton Solent University.

- *SWOT analysis (strengths, weaknesses, opportunities & threats)* - The group undertook a SWOT analysis; the merged results are attached as Appendix G.

Strong themes coming from the SWOT analysis were to do with funding and resourcing – uncertainty and inadequacy – and competition and over-stretch. Set against this was a clear positive desire to build on the reputation of SVS, developing better marketing and promoting a corporate identity. In this respect, the group identified strengths of reputation and independence and the opportunity to capitalise on these, but also identified perceived weaknesses of being inward facing, not projecting a clear Unique Selling Point (USP) identity and inadequate marketing materials. The group also identified perceived opportunities relating to mergers and acquisitions and local authority outsourcing. A recurring theme was dissatisfaction over pensions and salaries, an area being further considered over the coming plan period. Overall there seemed to be some appetite for a modest but tangible re-positioning of SVS.

## 4. THE LOCAL AGENDA

### Consultation

- *SVS Journey 2008-2011* - Participants were asked to imagine the Plan period as a journey. Each team plotted SVS's path over the next three years by putting together a road map comprising our destination, route now, route planned, means, attractions, obstacles, landmarks and milestones.

The summary roadmap which was gleaned from the individual groups gained considerable agreement. It showed the destination as 'next town / big city', our position now as 'at crossroads or give way', the route as 'A roads, sometimes B roads, occasionally motorway (but with care so as not to fail to pick up those needing services). The means was seen as a 'customised coach' as part of a comprehensive public transport system and the obstacles as 'potholes, road-works, major disruptions and diversions'. Full details of the results of this Journey exercise are included in Appendix H.

However, the outcome of the exercise also suggests that there is significant uncertainty and no desire for radical change, but that the modest but tangible re-positioning mentioned above is generally shared as an aim by the participants.

- *SVS Organisational Motivation Profile* - An exercise was carried out to examine SVS's 'Motivational profile' using the Motivational Maps<sup>®</sup> process which is based on the principle that the performance of an individual, team or organisation is a function of *direction, skills and motivation*. If you have clarity about where you are going and you have the necessary knowledge and skills, you also need the appropriate motivational drivers at the requisite energy level in order to succeed.

Full details of the outcomes of this exercise are included in Appendix I. However, the outcome is consistent with key features of strengths from the SWOT exercise above and with the SVS Mission and Values.

The combination of the top four drivers clearly characterises an organisation which is strongly independent, that seeks to make a difference, is founded on knowledge and skill, and is positive about innovation and change.

The strongest message coming out of this motivational profile is that the appetite for some modest re-positioning in direction is supported by an appropriate set of motivational drivers.

## 5. REVIEW OF SVS

- i. It is recognised that this is a time of great uncertainty within our sector. There are major funding uncertainties, a turbulent external environment and the introduction of tendering. However, it is an appropriate part of any planning exercise to look back, and this section considers **SVS' achievements over the last 3 years**.

Despite this external environment, SVS has made solid progress over the 2005-2008 Plan period. The SVS Chief Executive reported back to Member organisations on this progress in autumn 2007, and this summary is included as Appendix A to this report.

As an organisation, SVS has worked steadily on meeting the requirements of a number of well-recognised external quality standards, as follows:

- SVS is an **Investors in People** accredited organisation and will apply for its third three year reaccreditation in Spring 2008.
- SVS has achieved Level 3, the highest level possible, in almost all areas covered by the **PQASSO** quality standards. For those areas where Level 3 has not been achieved in full, plans are in place to ensure Level 3 will be achieved by March 2008.
- SVS has achieved the **Volunteering England** quality Accreditation, scoring 21 out of 22, a fantastic achievement recognising the embedded quality of our support to volunteering in the city.
- SVS intends to submit its application for recognition under the new **NAVCA Quality Award** in 2008 and work has been progressing towards this goal in recent months. The NAVCA Performance Standards are set out in Appendix Q.
- The SVS Services have continued to meet the various **external quality standards** required of them by their funding agreements, for example meeting the requirements of Ofsted.

In addition to this strong performance in terms of meeting the increasing expectations and requirements of Quality Standards and Regulators, SVS Voluntary Sector Support Team (VSST) and SVS Services have achieved recognition in a number of areas, including:

- SVS **Shopmobility** was recognised with the award for best customer service and a tourism award, and the Shopmobility manager was invited to speak at an international seminar in Germany showing worldwide recognition of the skills and knowledge held in this SVS team.
- The JAR report specifically mentioned SVS **Young Carers** Service, celebrating the 10<sup>th</sup> anniversary and demonstrating that the Young Carers programme is integral to the Every Child Matters agenda.
- The annual **K2** event organised by SVS in conjunction with Southampton City Council was mentioned in the Youth Services Inspection as a good example of collaborative working.
- SVS's **Street Homelessness Prevention Team** was invited to speak at a number of national events as exemplar projects by the Homelessness Directorate.
- Feedback from medical practitioner training at Southampton University about **MORPH's** input has been universally positive (eg "the guest lecture from Morph really challenged the way that I thought about drug users") and quoted by National Treatment Agency as an example of good practice.
- **Family Projects** have been asked to widen their services to complement the work of Childrens Centres across the city and have extended their work to offer nationally recognised Parenting Courses in the city.

## 5. REVIEW OF SVS

- ii. The start of this planning period coincides with SVS's tenth birthday on 1<sup>st</sup> April 2008 and it is of value to ask **what have we achieved in a decade of SVS planning?** This is the sixth three year forward plan prepared by SVS or Southampton Council of Community Service. SVS, including predecessor organisations, has now served the city for in excess of forty years and its roots were as a Standing Conference of Social Services organisation. An analysis of progress from previous plans is set out in Appendix J.

SVS has made huge progress on a number of fronts. These include:

- Development of the **Voluntary Action Centre** as an accessible building to bring all SVS personnel under one roof and offering a resource base for the sector providing meeting spaces and other facilities available free of charge for smaller groups and at extremely competitive rates for larger member groups
- Work to ensure **volunteers with extra support needs** are offered appropriate placements (currently Street Homeless Prevention Team Volunteer Development Worker)
- Development of our **IT infrastructure** and recruitment of specialist **financial management support** for the organisation.

Another thread of ongoing targets are those which are either themselves ongoing or which are now being revisited. These include:

- Readiness for **tendering and contracting**
- Voluntary Sector Strategy now included in the Compact and its Codes of Practice
- **Trustee support** and development recognising the difficulty in recruiting trustees in the sector
- Uncertainty over **VAT and contracts**
- Work with **BME communities** and more recently **New Communities**.

There are some recurring themes, where SVS has not been able to obtain or retain additional resources to meet all the areas identified for potential development, as would be expected in an environment where demand for resources outstrips resources available. There have been other priorities over the years which have not been pursued as a result of changes in policy or user demand – 'the world moves on' and SVS recognises this.

Areas which need further development include:

- **Social enterprise support** and links to the business community are areas which continue to need further development, although with the establishment of the SE Network SVS now sees its role more as signposting to other partner organisations than leading in this area
- Establishment of a wider network of **Good Neighbour / Community Care Groups** - existing groups have largely dwindled, but with an aging population the needs are likely to increase rather than diminish

## 5. REVIEW OF SVS

- **Work with users/carers voice:** this is partly ongoing – shifting through varying arenas and partly more widely recognised in mainstream activity of public and voluntary sector. Over the years SVS has launched the now independent Carers Association and Choices Advocacy Project, established the Young Carers Project and is currently supporting MORPH – a drug users group
  - **Promotion of voluntary action,** particularly within local communities and business: this is an ongoing challenge. Our work to increase volunteering outreach through the Change-Up programme is recognition of the ongoing need for promoting and developing volunteers
  - SVS's **IT Support** project could not be sustained with the loss of funding from ESF and CEF. SVS will pursue any such funding opportunities in future as the needs in the sector remain.
- iii. **Change-Up – the local perspective** - At a local level the Southampton Consortia undertook a “fit for purpose” assessment in July 2007 and produced, in line with Capacity Builders new arrangements, a business and strategic plan for 2008 -2011.

This highlighted the need for continuation funding for the programmes already implemented (ie volunteering outreach, funding and financial management and BME support); to ensure the good practice already underway is continued, as well as future developments highlighted through the recent one to one interviews with local infrastructure groups and the existing Southampton Delivery Plan produced in 2006. However, there is no guarantee that locally identified priorities will be funded by Capacity Builders which is now indicating they will determine support on their strategic agenda.

## 6. GOVERNANCE

SVS is a **charitable company** limited by guarantee and registered as a Charity. There are currently 442 members; the members are mainly voluntary and community organisations that operate in Southampton and the surrounding area. The following section sets out our legal operating requirements and associated Regulatory framework.

- i. **SVS' Charitable Objectives** are stated in our Memorandum and Articles of Association and form the basis of our registration as a charity. These documents were prepared on incorporation in 1997 and two small amendments were made to the Articles of Association at the AGM in October 2007. Our Charitable Objectives remain as set out in 1997, as follows:

**To promote any charitable purposes for the benefit of the community in the area of the administrative authorities comprising the historic county of Hampshire (including Portsmouth and Southampton) and in particular the city of Southampton and if the directors of the Charity (hereinafter called "the trustees") shall so decide, in any of the administrative authorities immediately adjoining (hereinafter together called "the area of benefit") and in particular the advancement of education, the protection of health and the relief of poverty, distress and sickness.**

These were felt to be accurate and sufficiently wide-ranging to encompass all our current work. It was also felt that whilst the Charitable Objectives allow us to work outside of Southampton, it is not currently our intention to do so.

- ii. At the Executive Committee / Staff Away Day, it was agreed to revise the **SVS Vision** as follows:

**SVS vision is of a city in which all people are inspired to make positive contributions to their communities.**

- iii. Following discussion at the Executive Committee / Staff Away Day, it was agreed to simplify the **SVS Mission Statement** as follows:

**SVS aims to support a vibrant voluntary and community sector with a strong voice and the best of support. SVS actively promotes voluntary action and the provision of essential services to vulnerable communities.**

**Promoting Voluntary Action** continues to be the strap line which summarises this.

- iv. As with the majority of voluntary and community groups there are **organisational values** which SVS hold dear, which underpin our work and which the Executive Committee and staff themselves see as important in their work with the community.

These were last considered in the forward plan 2005 – 2008 and were reviewed again this year. While it was felt they did reflect who we are and what we do it was decided that they were too wordy and lacked single word key messages.

## 6. GOVERNANCE

The revised Organisational Values are now defined as:

- **PASSION** – SVS believes voluntary action is built on the passion of people and communities to make a positive difference.
- **INCLUSIVENESS** – SVS believes that the voluntary ethic is best upheld when organisations promote equality and diversity and are open, democratic, accessible and accountable to their users, members and the wider community.
- **INDEPENDENCE** – SVS will be a strong and independent voice for the sector, supporting best practice in autonomous organisations.
- **INNOVATION** – SVS will support organisational resourcefulness, flexibility and adaptability, through innovative, original ideas and creative solutions.
- **PARTNERSHIP** – SVS is committed to positive partnership work to create shared thinking and find solutions to meet local needs.

v. The Charitable Objects, Values and Mission Statement are achieved by supporting and assisting appropriate projects, our **Principal Activities**. These Principal Activities currently comprise:

- **Voluntary Sector Support:** Informing, training, involving, representing, innovating and promoting the sector.
- **Promoting Volunteering and Voluntary Action:** Promoting volunteering and voluntary action to individual volunteers and organisations involving volunteers in their work.
- **Services to meet the needs of individuals:**
  - **Family Projects** - Groups for families with a child under 8 who have high social, emotional or health needs, live in temporary or inadequate housing and are not accessing other resources.
  - **Morph** - A project of ex and on-going drug users committed to improving things for anyone still using drugs or trying to stop.
  - **Safe in Sound** - A voluntary project committed to raising awareness of the risks associated with substance use, reducing harm and promoting the health, safety and enjoyment of young people using local entertainment venues.
  - **Shopmobility** - Provision of wheelchairs and scooters to people with limited mobility and sighted guide service for visually impaired people enabling them to access the city centre and shop independently.
  - **Street Homelessness Prevention Team** - Reducing the level of street homelessness in Southampton and promoting positive life changes through volunteering.
  - **Young Carers** - Work with children and young people under the age of 18 years whose lives are affected by caring for an unwell or disabled family member.

Voluntary Sector Support and Promoting Volunteering and Voluntary action are funded through a core grant from Southampton City Council together with sizable contributions from Southampton City Primary Care Trust, Capacity Builders (Change-Up) and various smaller funding streams, some of which also derive from SCC. The core SCC grant currently funds approximately a quarter of the Voluntary Sector Support Team activity.

The SVS Services are primarily funded through a mix of grants, contracts and charitable trusts.

## 6. GOVERNANCE

- vi. The **organisational governance and management** is headed up by an **Executive Committee** which meets ten times a year. The Executive Committee consists of elected trustees who are directors of the company and Trustees of the Charity, and ex-officio representatives from the Primary Care Trust, Social Services and Probation Services. The Executive Committee is responsible for the **strategic management** of all current work and for the oversight of development in line with its Vision, Mission Statement and Charitable Objectives. The Committee has adopted the Good Governance Code for the Voluntary and Community Sector, the seven Principles of which are set out in Appendix P.

Under the requirements of the Memorandum and Articles of Association the members of the Executive Committee are **elected to serve** for a period of three years after which they must be re-elected at the next Annual General Meeting, at which time members also vote annually for the Chair, Vice Chair and Treasurer. There are two nominated trustees who are councillors from Southampton City Council. The Executive Committee continually monitors the skill requirements for the trustee body and carries out periodic specific reviews of skills and sector experience. When additional trustees are required or a trustee permanently retires nominations for election are sought from member organisations and vacancies are filled by suitable co-options in the interregnum.

New trustees receive a detailed induction pack and have an induction meeting with the Chief Executive. Additionally, new and existing trustees are invited and encouraged to attend the regular trustee training sessions available to trustees of all member organisations via the SVS trustee development programme. An active policy of ongoing trustee training has been adopted based upon Charity Commission guidance document CC60 'The Hallmarks of an Effective Charity'. This has led to specific training activities including:

- Away Day development
- Trustees taking a specific interest in the lead areas of development workers or being linked to project steering groups
- Financial training
- Specific briefings on relevant topical issues.

The Executive Committee also works through the **Finance sub-Committee** which looks at relevant issues and makes recommendations to the full Executive Committee, including in respect of an annual review of policies. This Committee also selects and communicates with SVS's external Auditor, reporting back to the Executive Committee; receiving an unqualified audit opinion from a reputable audit firm is a key ongoing priority. The work of the Finance sub-Committee includes an annual review of the Charity Commission Internal Financial Control Self-Checklist for Charities.

The **Risk Assessment Report** is updated and reviewed annually by the Executive Committee. The Charity Commission guidance is used to prepare and review the risk assessment. The Executive Committee ensures that systems are in place to mitigate the risks identified in this process.

The Executive Committee have annually used the Charity Commission Hallmarks of a Well Run Charity to review the operation of SVS and following the Executive Committee / Staff Away Day they considered their skills and knowledge and **the effectiveness of governance within SVS**.

## 6. GOVERNANCE

The Committee was clear on its role as trustees and directors of the organisation, and through the induction meeting and induction pack were aware of the key facts about SVS which were then built on with detailed written and verbal reports prior to or during the ten meetings of the Committee each year. They generally felt it was a complex organisation to get to know and that their role wasn't to offer detailed advice in any area of work but rather to guide the organisation strategically, ensuring it was run well, and to offer encouragement to the staff in their roles.

The role of the **Finance Sub Committee** was agreed as valuable in dealing with the complexity and detail of the accounts and the full Executive Committee receive regular reports. The frequency and timing of meetings were agreed appropriate.

Key areas for the coming three year period, as detailed within our eight Key Aims for 2008-11 in Section 7, include the development of Key Performance Indicators for the organisation, growing the membership of SVS and carrying out a review of the membership pack and membership services.

SVS links with the community and voluntary sector in many ways and the involvement of our whole sector is important to us. Appendix O is a diagrammatic representation of the formal decision making process involving members and the Executive Committee, alongside the informal contacts which also inform our work.

The **day to day management** of the work of the organisation is delegated to the Chief Executive, Ms Jo Ash, who reports regularly to the Executive Committee and is also the Company Secretary.

Line management arrangements through team leaders are in place as is regular supervision for staff and volunteers and an annual Joint Progress Review process.

## 7. KEY AIMS FOR 2008-11

Eight **Key Aims** have been developed from the NAVCA core functions (as set out in Section 3 i) which link in to their five Performance Standards (Aims 1 to 5) and also cover Promoting Volunteering and Voluntary Action, which links to our Volunteering England accreditation, (Aim 6) and reflect our current role in direct service delivery through Quality Services (Aim 7) and our desire for best practice Governance and performance (Aim 8). All eight Key Aims reflect the local priority around the City of Southampton Strategy.

The Eight Key Aims are as follows:

### *Voluntary Sector Support*

1. **Services and support:** SVS will promote the effectiveness of local voluntary and community groups by providing them with a range of services including access to practical facilities, such as meeting rooms, photocopiers and ICT equipment and more involved support through general and specialist advice and information including regular newsletters, website, training and funding advice.
2. **Liason:** As a focal point for the local voluntary and community sector in Southampton, SVS will encourage networking between individuals and groups within the sector, and between local groups and the statutory and private sectors. SVS will also help different communities to organise their own networking activity.
3. **Representation:** With government encouraging involvement of voluntary and community groups in shaping and delivering services, SVS will enable the views of local groups to be represented strategically at local, regional and national level.
4. **Development work:** SVS will help identify gaps in service provision and work with groups to develop new and innovative services to meet these needs.
5. **Strategic Partnerships:** SVS will work in partnership with local government and other statutory agencies to shape and deliver services to meet city needs.
6. **Promoting volunteering and voluntary action:** SVS will use its resources to promote volunteering in Southampton and to facilitate increased opportunity for voluntary action as an expression of active citizenship and civil society.

### *SVS Services*

7. **Quality Services:** SVS will deliver good quality services to meet the individual needs of vulnerable communities.

### *Governance*

8. **Governance and performance:** SVS will demonstrate best practice in governance by upholding the standards within the Good Governance Code for the Voluntary and Community Sector.

Linked to these key aims are targets and activities with associated outcomes. These have been developed in two strands. Firstly, the overall SVS **Organisational Targets** for the three year period; these will be monitored through the SVS Executive Committee on a regular basis, and progress against these will be subject to annual review by a cross-section of the organisation including staff, volunteers and members of the Executive Committee. The Organisational Key Targets are set out in Section 8.

Secondly the **Annual Team Targets** which will be reviewed through the teams and individually during the annual Joint Progress Reviews each January and reported, as appropriate, to funders. Further Annual Team Targets will be developed each year.

## 8. ORGANISATIONAL KEY TARGETS

The Organisational Key Targets fall out of the Eight Key Aims which themselves support the Vision, Mission Statement and Values of SVS.

They are set out in this section in the same order as the eight Key Aims for 2008-11 in Section 7.

### 1. **Services and support:**

*SVS will promote the effectiveness of local voluntary and community groups by providing them with a range of services including access to practical facilities, such as meeting rooms, photocopiers and ICT equipment and more involved support through general and specialist advice and information including regular newsletters, website, training and funding advice.*

SVS works with individual organisations covering a range of issues including start-up, writing constitutions and resolving problem areas. Through the Voluntary Action Centre, SVS has a tailor-made facility for voluntary and community groups in the city, providing meeting rooms and all the associated equipment which is also loaned out for external use. Regular SVS information services, including the SVS Mailing, bulletins, special briefings and the Directory of Organisations, as well as the website, ensure that relevant information is made available to members on a timely basis.

The work streams for meeting this Key Aim are as follows:

- One to one work with groups and individuals through Voluntary Sector Support Team
- Training for groups and individuals, including volunteers
- Library and equipment loan
- Provision of Funder Finder and funding advice
- Room hire
- Events and workshops through VSST and Services
- Information Services – SVS Mailing, website, bulletins, special briefings, Directory of Organisations.

### 2. **Liaison:**

*As a focal point for the local voluntary and community sector in Southampton, SVS will encourage networking between individuals and groups within the sector, and between local groups and the statutory and private sectors. SVS will also help different communities to organise their own networking activity.*

SVS has consistently worked to ensure its recognition as a strong focal point for the sector in the city. SVS recognises that both the groups and the way in which networking is undertaken are subject to evolution and change over time, and adapts its operating style to continue to meet the needs of the sector over time.

The work streams for meeting this Key Aim are as follows:

- SVS convened Forums and networks
- Forums Link – a ‘network of networks’ for all voluntary sector forums providing a cross sector view
- Practitioner links through services, eg to schools, social services, health, business, other voluntary & community sector groups
- Presentations, awareness raising, joint events / conferences
- Links to Neighbourhood Partnerships and Management.

## 8. ORGANISATIONAL KEY TARGETS

### 3. Representation:

*With government encouraging involvement of voluntary and community groups in shaping and delivering services, SVS will enable the views of local groups to be represented strategically at local, regional and national level.*

This is an area of work with which SVS has a long history of involvement. It encompasses involvement on strategic and operational partnerships, alongside advocating on behalf of the sector as a whole thus ensuring our sector plays a role in the strategic partnerships in the city. SVS has previously reviewed the rationale and basis of its representational role and agreed:

SVS will undertake this role to provide a wider voluntary sector perspective in the discussions and will facilitate the representation of specific views of the individual groups where possible. This may be through a Forum, specific briefing or an article in our Mailing. The representation from a Forum will be agreed as either someone from SVS, or another group, either of whom would then have a mechanism for feeding information to and from groups. Using our direct contacts we will also endeavour to ensure that relevant groups are aware of the work directly if working through a Forum is not appropriate. More general feedback will be through articles in the Mailing inviting groups to contact us for more details.

In addition, SVS has developed the **Guidelines for Representation of the Voluntary Sector** which was adopted by the Southampton Partnership at a sector wide conference.

The introduction of the Forums Link meetings which invites representatives from Forums and Networks across the city, whether or not facilitated by SVS, is a mechanism to share cross sector news and to secure sector wide representation to the Southampton Partnership which replaced the Community and Voluntary Sector Network when the latter ceased receiving Community Empowerment Funding.

It is also recognised that SVS needs to be conscious of its role as a provider and that if this became too large it could compromise our representational roles – an issue which is addressed further under the **Quality Services** target.

The work streams for meeting this Key Aim are as follows:

- Forums providing communication channel
- Steering groups for Services
- Advocating through Services and VSST
- Forum Link and electoral process for VCS representatives
- Input to RAISE, NCVO, NAVCA, Volunteering England and other sector bodies
- Implementation of Guidelines for Representation.

## 8. ORGANISATIONAL KEY TARGETS

### 4. Development work:

*SVS will help identify gaps in service provision and work with groups to develop new and innovative services to meet these needs.*

By working with a wide range of groups within the city and by scanning national developments and trends, SVS ensures that it keeps its 'finger on the pulse' of emerging issues. With its experienced staff team, SVS seeks to ensure that new and innovative solutions and services are developed to meet these emerging needs.

There have, and will continue to be, occasions where SVS uses its project management expertise to help launch new services, some of which have been promoted and floated. We will continue to use our project management expertise in partnering with other voluntary sector organisations, as we are currently doing with Morph.

The work streams for meeting this Key Aim are as follows:

- One to one work with groups on all aspects of setting up and running organisations or developing and managing services
- Information provision
- Research and highlighting gaps in provision / unmet needs
- CRB umbrella service
- Good practice guidance on policies and procedures
- Trustee Development Programme.

### 5. Strategic partnerships:

*SVS will work in partnership with local government and other statutory agencies to shape and deliver services to meet city needs.*

Work with the Southampton Partnership to achieve its Strategy and LAA targets is a key target for the whole city, and it is important that the voluntary and community sector is enabled to play its part.

It is important that we support the delivery of the City of Southampton Strategy Vision and the six strategy outcomes and it is here that our services as well as the VSST, through its support to the wider sector, will engage. The services have identified the links to this work in their targets, and the VSST have the following specific targets linked to this work.

- Support for voluntary and community sector in contributing to the achievement of the six outcomes.
- Continue to facilitate our five sector representatives sitting on the Southampton Partnership
- For the wider SVS team it is important that we link up with all communities in the city – those of identity, interest and neighbourhood. Outreach to local areas will be developed within resources available to ensure both that SVS services are available to the local neighbourhood groups – in particular small group support and involvement in volunteering – as well as to ensure that city wide groups are informed of relevant developments
- Implementation of Compact and Codes of Practice.

See Appendix L for the City of Southampton Strategy: Vision and Outcomes and Appendix M for full list of current partnerships with which SVS is involved.

## 8. ORGANISATIONAL KEY TARGETS

### 6. Promoting volunteering and voluntary action:

*SVS will use its resources to promote volunteering in Southampton and to facilitate increased opportunity for voluntary action as an expression of active citizenship and civil society.*

The Volunteering Development Team provides a "one-stop-shop" for anything related to volunteers and volunteering. We can help whether you are:

- someone enquiring about volunteering for yourself or on behalf of a client or clients
- a charity or community group that involves volunteers
- a statutory service engaging with volunteers, or
- a business investigating Employee Volunteering or seeking a "one off" volunteering challenge for staff.

We help organisations to find volunteers (including trustees) and hold information on the opportunities available in Southampton. We can also access details on county wide, national or international opportunities too. We offer expert advice and do our best to find an opportunity that matches a person's interests, ability, skills, experience as well as availability.

This is the context in which we have acquired and started to utilise the national volunteering database – V-Base for volunteering enquiries, in addition to our existing use of the Merlin database. Like all databases they require constant attention from staff in the endeavour to maintain accuracy and co-operation from our member organisations to keep SVS informed and up to date. We will further develop our use of V-Base in the three year plan period.

The work streams for meeting this Key Aim are as follows:

- Volunteer information sessions and outreach
- Volunteer involvement in all aspects of SVS work
- Volunteer Co-ordinators Group good practice advice on recruitment, retraining and recognising volunteering
- Volunteers Certificate Scheme – recognising good volunteering and promoting volunteers skills and experience gain as a route to further training and employment opportunities
- Training and good practice advice
- Promoting active citizenship, social cohesion and civil society.

### 7. Quality Services:

*SVS will deliver good quality services to meet the individual needs of vulnerable communities.*

Recognising that the current environment is seen as challenging, SVS believes it is important to review and reconfirm its rationale for services and service development as set out in previous Plans. Having undertaken this review, our confirmed rationale is as follows:

**SVS will continue to offer services, or pursue additional service opportunities, where they are in accordance with our charitable**

## 8. ORGANISATIONAL KEY TARGETS

objectives, Vision, Values and Mission Statement and meet the agreed outcomes from the local consultation through Change-Up. New service developments will be considered if they are in accordance with the following principles:

- New developments must meet a proven need over the life of the project
- Capital and revenue funding must be found for all new developments and the Executive Committee must be satisfied that the financial and other risks to SVS of any development are reasonable including considering sustainability from the outset and having in mind a forward and exit strategy where necessary
- The new development will not be undertaken if the process or the outcome reduces the standard of or otherwise detracts from existing services. Options to “promote and float” projects where possible will also be considered in the light of the organisation’s overall viability and their future sustainability
- Any new development will normally be supported by at least one outside agency and partnership with other agencies will be considered if it offers demonstrable benefits.

**SVS may also seek to develop its role as the lead agency for voluntary sector support and capacity building in Southampton.**

Direct involvement in project management not only enhances our core capability and enables us to meet our charitable objectives and Mission but also provides a very real experience of the complexity of managing service provision in the sector which allows us practical opportunities to see how good practice advice that we would give in our core role fits in the real world of running voluntary organisations where there is constant uncertainty about elements of funding and a myriad of regulatory requirements with which we must comply. Individual service user experience and their collective voice also helps inform our representational role, grounding our strategic views in the reality of grassroots experiences. We strive to ensure that our delivery of services offers good quality provision meeting a need within the community. We are also keen that the staff are well supported, and the services valued by funders and users.

There is no doubt that everyone associated with SVS is aware of the need to ensure the balance between voluntary sector support and services is maintained, and that the service delivery is not allowed to swamp or compromise our core work. The Executive Committee saw SVS as a “conduit for the whole sector and a low level provider” rather than “a high level provider with a lesser voice”. However, through full cost recovery, services contribute to the running costs of the building and in addition purchase management time and additional organisation capabilities which can then be used to reinforce and enhance our voluntary sector support role.

The work streams for meeting this Key Aim are as follows:

- Service delivery to specified targets and relevant quality standards
- Securing longer term funding / contracts
- User involvement in service delivery

## 8. ORGANISATIONAL KEY TARGETS

### 8. Governance and performance:

*SVS will demonstrate best practice in governance by upholding the standards within the Good Governance Code for the Voluntary and Community Sector.*

SVS subscribes to the principles of the Good Governance Code for the Voluntary and Community Sector. Full details of the Code are set out in Appendix P, and the seven principle of the Code as they apply to SVS are as follows:

**Principle 1: Board leadership** - SVS will be led and controlled by an effective Board of trustees (its Executive Committee) which collectively ensures delivery of its objects, sets its strategic direction and upholds its values.

**Principle 2: The Board in control** - The Executive Committee will collectively be responsible and accountable for ensuring and monitoring that the organisation is performing well, is solvent, and complies with all its obligations.

**Principle 3: The high performance Board** - The Executive Committee will have clear responsibilities and functions, and will compose and organise itself to discharge them effectively.

**Principle 4: Board review and renewal** - The Executive Committee will periodically review its own and the organisation's effectiveness, and take any necessary steps to ensure that both continue to work well.

**Principle 5: Board delegation** - The Executive Committee will set out the functions of sub-committees, officers, the chief executive, other staff and agents in clear delegated authorities, and will monitor their performance.

**Principle 6: Board and trustee integrity** - The Executive Committee and individual trustees will act according to high ethical standards, and ensure that conflicts of interest are properly dealt with.

**Principle 7: Board openness** - The Executive Committee will be open, responsive and accountable to its users, beneficiaries, members, partners and others with an interest in its work.

In addition to effective Governance arrangements, SVS will focus on improving performance through internal effectiveness measures.

This will include **extended use of ICT** including developments to our use of Merlin, V-Base and our website. We log contacts with groups on the database which means we can monitor our work and of equal importance can track the activity which several staff may be undertaking with one group. This requires us all to be vigilant in logging our contacts, which is not easy when time pressures are acute.

Merlin, if fully updated by members information, can also help our mapping of the sector so that we are better able to provide aggregated information on our whole sector and the work it undertakes in the city. This will continue to be a useful tool for SVS, particularly when representing the sector and for developing targeted information and activity. It will also be of value to the wider sector and others wanting to work with us but not only does it require significant input from SVS staff but also from member organisations which have been patchy in response to requests to complete the questionnaire.

## 8. ORGANISATIONAL KEY TARGETS

Further areas for development include development of the SVS website as an information source for the sector and V-Base for volunteering opportunities and statistics, as set out under Key Target 6, Volunteering and Voluntary Action. Having recognised that the SVS website needs to be further developed, SVS also believes that the area of **Communication and Marketing** needs further concentration; we will seek third-party pro-bono assistance in this complex but essential area of development.

Recognising the difficulties experienced by our sector in **recruiting and retaining staff** SVS also needs to further consider the impact of the current differentials within staff terms and conditions particularly around lack of contributory pensions for most staff. Across the organisation we currently employ 24 full-time and 50 part-time staff, while also supporting 72 volunteers in their valued contribution to our work. Volunteers are involved in a wide range of ways within SVS depending on their skills and interests, and we need to ensure we continue to recognise and support them in their chosen role. SVS has been involved in workforce development particularly in the children's sector and sees this as an area for future development across the different strands of the sector.

**Financial stability and sustainability are key to our ongoing operation.** The new VAC development and the mix of our activities mean there are increasingly complex financial systems to manage. It is important to the sustainability of SVS that we achieve an adequate level of funding and manage these funds to maximum efficiency. To this ends we are working within the following framework:

- All funding must be for activities which are within our current planning framework
- We seek to develop a diverse funding base so that we are not dependant on a single funder.
- We seek full cost funding for all our work based on apportionment of overheads.
- We will normally only engage in fundraising events linked to specific services to individuals or for whole sector support activities. This is to ensure that we are not competing with smaller, local groups for whom this is their main outcome. It also reflects the poor return on staff time which needs to be invested in organising events.

Another potential area for development in our internal effectiveness is in considering **income generation** and social business opportunities as an additional source of funding. This requires an analysis of cost/benefit, as well as wider impact on VAT but is something that in the current external climate we will consider. SVS has reviewed its charging policy to take account both of ability of small and larger groups to pay, and in the case of the CRB umbrella service we are now self-financing the service post the development phase.

The work streams regarding internal management development of SVS are therefore:

- To expand the use and effectiveness of ICT including databases and our website
- To develop SVS's Communication and Marketing strategy
- Continue to maintain and review financial systems and management
- To harmonise terms and conditions around pension provision
- To ensure we continue to work effectively with a range of volunteers across the organisation and develop our workforce
- To consider the potential for charging for elements of SVS work and maximise income raised from donations and investigate social business opportunities in the longer term.
- Development of Key Performance Indicators for the organisation
- Growing the membership of SVS
- Carrying out a review of the membership pack and membership services.

## 8. ORGANISATIONAL KEY TARGETS

SVS is committed to doing what it does well, and has prioritised and progressed **quality assurance** since our last forward plan. This reflects our commitment to learning and best practice and should demonstrate to funders and service users that SVS meets recognised and valued criteria to ensure organisational performance and effectiveness.

SVS has therefore worked steadily on meeting the requirements of a number of well-recognised external quality standards, as follows:

- SVS is an **Investors in People** accredited organisation and will apply for its third three year reaccreditation in Spring 2008.
- SVS has achieved Level 3, the highest level possible, in almost all areas covered by the **PQASSO** quality standards. For those areas where Level 3 has not been achieved in full, plans are in place to ensure Level 3 will be achieved by March 2008.
- SVS has achieved the **Volunteering England** quality standard, scoring 21 out of 22, a fantastic achievement recognising the embedded quality of our support to volunteering in the city.
- SVS intends to submit its application for recognition under the new **NAVCA** quality award in 2008 and work has been progressing towards this goal in recent months.
- The SVS Services have continued to meet the **various quality standards** required of them by their funding agreements, for example meeting the requirements of Ofsted.

The work streams for meeting quality assurance standards within SVS are therefore:

- To gain re-accreditation of the Investors in People award
- To ensure complete achievement of PQASSO Level 3
- To gain the NAVCA quality award in 2008
- To continue to ensure that SVS Services achieve full compliance with the various quality standards applicable to their work
- To monitor organisational compliance of all quality awards over time.

## 9. KEY AREAS FOR WHICH WE WILL SEEK ADDITIONAL FUNDING

In this section we set out our approach for seeking additional funding to pursue new activity within SVS.

As a general principle, SVS sees the next three years is more likely to be a period of consolidation as opposed to a period of growth. Our aspiration is not to stand still but to build steadily from a strong and consolidated base. Therefore we will aim to maintain funding for the core organisation, incorporating the Voluntary Sector Support Team and the Administration and Finance functions that provide support to the organisation, our members and for the various SVS Services, and seek additional funds and opportunities to seek income wherever possible.

The current environment is one where SCC and other funders are being required to make some cuts in funding and are moving from grant funding to procurement through tendering and contracting. This will undoubtedly create some opportunities for sector organisations, but it is generally considered that the risks and threats are of greater significance, at least in the shorter term. The tendering process will increase costs and reduce certainty in some areas. The current environment, with such significant change, is a main reason why SVS sees the period ahead as one of consolidation.

However, opportunities to apply for or tender for additional work / funding are likely to arise during the period and it is our intention that we should pursue those opportunities which are considered appropriate at the time and after taking account of the Change-Up priorities as identified by the sector locally. It is worth reiterating that SVS would not compete with member organisations, as to do so would undermine the sector we seek to serve.

SVS will also look for opportunities to generate income through social business opportunities, to the extent that these opportunities meet the organisation's Charitable Objects, Vision, Mission, Values and Aims.

In particular, SVS will seek out opportunities to obtain additional funding in the following areas:

- Small group support, including in new and emerging communities
- Procurement, contracting and tendering
- Adult volunteering and supported volunteering
- Funding and financial management
- ICT
- Asset management
- User and carer voice
- Trustee development
- Local neighbourhood focused outreach and development including Good Neighbour and Community Care Groups.

Furthermore, SVS wishes to consider any options available to secure finance for adding to the space available in the Voluntary Action Centre, through the construction of the third floor as originally intended. Any such plan would be subject to a detailed feasibility study and income projection model.

## 10. TEAM TARGETS, REVIEW PROCESS AND IMPLEMENTATION

Within SVS there are several teams operating – the Voluntary Sector Support Team, the individual Service teams and the Administration Team comprising finance and administration personnel. Each of these includes paid and volunteer staff, and each has met to identify targets for the coming year.

Each target, with its associated outcomes, is linked back to the SVS eight Key Aims. Linked to each is also a range of activities – not of all of which are identified as targets for the year – however each of these activities do themselves link to the eight Key Aims. An example of an organisational or team target grid is set out in Section 11 and an illustration of the linkages between aims and activities is included as Appendix N.

This forward plan was completed in February 2008, although the detail relates to the period April 2008 – March 2011. Recognising the longer-term nature of the plan, it is envisaged that we will hold short, annual refresher meetings during the plan period involving a cross-section of staff, volunteers and members of the Executive Committee to review the progress of the Plan and to reinforce its messages throughout the organisation.

This process will also inform our annual Joint Progress Reviews with all staff when individual targets are identified and linked to their own team targets. Targets for staff are reviewed through line management, while team targets are reviewed annually in readiness for the grant application in October. Regular Team Leaders meetings discuss cross-organisational issues and the implementation of Quality Standards.

The SVS Executive Committee receives a report following both staff and team reviews of targets and reviews SVS Organisational Key Targets by October each year to inform our grant application.

Teams and individuals report to the Executive Committee on the progress of their work, including their achievement of activity targets, on a regular reporting cycle agreed in advance. A template for consistent reporting to the Executive Committee is being developed, to be adopted at the start of the three year Plan period.

This regular review process is important as a means to monitor our progress against our targets and to ensure they still reflect the environment and resources within which we are working. This is particularly important as we envisage this Plan period as being the most uncertain and challenging in our recent history. The review process also helps each member of staff to see their role and value within the organisation and to ensure that we all – individually and collectively – are aware of our progress and are enabled to work with a sense of purpose and achievement over the coming years.

# 11. EXAMPLE OF ORGANISATIONAL OR TEAM TARGET GRID

## SOUTHAMPTON VOLUNTARY SERVICES

SVS Key Organisational Targets / SVS Team Targets

ORGANISATIONAL TARGET PERIOD COVERED April 08-March 11

TEAM TARGET PERIOD COVERED April 08 – March 09

TARGET	OUTCOME (showing links to SVS's eight key aims)	HOW WILL THIS BE MEASURED	TARGET DATE FOR COMPLETION	RESOURCE IMPLICATIONS	ASSOCIATED RISKS

# APPENDIX A

## SVS Forward Plan 2005-08

### Report back on actions relating to Key Aims – Summer 2007

#### Introduction

The 2005 -08 Forward Plan was developed through discussion and consultation with SVS members, trustees, staff and volunteers as well as with external stakeholders and partners. The full plan is available on SVS website and detailed the process including review of the mission, values and charitable objectives of SVS and identified key aims to which annual targets and outcomes are linked. Key overarching targets were detailed and this report back outlines actions and progress specifically against these and will we hope help inform discussion about development of our next Forward Plan 2008 – 2011.

#### Key Organisational Targets

##### 1 Representation

###### *Aim*

- To ensure effective feedback from groups at which we represent the voluntary and community sector

###### *What we have done*

- SVS website lists Partnerships on which SVS and others represent the sector.
- Forums and networks continue to receive regular information and feedback including via email and website.
- Forums Link meeting for all voluntary sector forums and networks established to provide cross sectoral views.

###### *Aim*

- Work with Southampton Partnership to review voluntary sector involvement in strategic partnerships

###### *What we have done*

- SVS developed Guidelines for the Representation of the Voluntary Sector which were endorsed by the voluntary sector conference held on 1<sup>st</sup> October 2005 and the Southampton Partnership. Input to SP Fit for purpose reviews.

##### 2 Work with Southampton Partnership

###### *Aim*

- Support the voluntary and community sector in contributing to achievement of the community strategy outcomes

###### *What we have done*

- SVS Voluntary Sector Support Team ( VSST) work one to one and collectively to build the capacity of voluntary and community organisations to operate efficiently and effectively in all areas of their activity including in the planning and delivery of services to meet community needs and partnership objectives. VSST offers training programmes, one to one input, good practice guidelines, information and advice.

## **APPENDIX A**

### **SVS Forward Plan 2005-08**

#### **Report back on actions relating to Key Aims – Summer 2007**

- SVS has been the lead body for the Change-Up Infrastructure Development Programme consortia aiming to ensure relevant support services are available to the frontline organisations and the sector locally in the delivery of public services and wider voluntary engagement.

#### *Aim*

- Continue to facilitate our 5 sector representatives sitting on the Southampton Partnership

#### *What we have done*

- SVS has supported the five voluntary and community sector representatives to the Southampton Partnership and has ensured voluntary sector input to each of the Local Area Agreement working groups.
- The draft City of Southampton Strategy was circulated and responded to via Forums and information included in each SVS Mailing.
- SVS Chief Executive has been a member of the Southampton Partnership Steering Group and Local Area Agreement Programme Board. SVS led the drafting of the LAA Statement of Community Involvement.

#### *Aim*

- Develop stronger links with Neighbourhoods Partnerships

#### *What we have done*

- VSST staff have attended Neighbourhood Partnership events and linked to relevant SCC support officers. SVS has also participated in workshops around developing Neighbourhood Management. SVS Family Projects link to all five areas on Children's Centres.

### **3 Service Delivery**

#### *Aim*

- To continue to regularly review the balance of service delivery and voluntary sector support

#### *What we have done*

- SVS services continue to meet their contracted performance targets and quality standard measures as well as meeting identified needs of disadvantaged groups in line with SVS charitable objects.
- The proposed 'promote and float' arrangement for MORPH has been reviewed and extended for a further two year period to enable it to proceed on a firmer footing.

## **APPENDIX A**

### **SVS Forward Plan 2005-08**

#### **Report back on actions relating to Key Aims – Summer 2007**

#### **4 Quality Assurance**

##### *Aim*

- Service Delivery teams to consider any relevant quality standards and whether they would enhance their work. Teams which have already undertaken a standard to continue to ensure they meet the criteria.

##### *What we have done*

- SVS Services continue to meet relevant external quality standards, e.g. OFSTED for SVS Family Projects and DANOS standards for Safe in Sound.

##### *Aim*

- SVS as a whole to reapply for Investors in People (IIP) and work towards maintaining the standard.

##### *What we have done*

- SVS retained its Investors in People status and will continue its commitment by applying for its third three year re-accreditation for 2008-11.

##### *Aim*

- SVS to consider a general quality assurance scheme / benchmark for the quality of the generic work.

##### *What we have done*

- SVS has implemented PQASSO quality standards across all elements of its work and is almost entirely operating at the highest level (3) for all 12 standards with action plans in place to achieve full compliance.

##### *Aim*

- Voluntary Sector Support team to keep abreast of developments to enhance their support in this area to local groups

##### *What we have done*

- In the coming year SVS will extend this work on quality assurance to include external accreditation for its core voluntary sector support work via its national bodies, NAVCA and Volunteering England. SVS supported several local groups in acquiring VE accreditation.

#### **5 Internal Effectiveness**

##### *Aim*

- To expand the use and effectiveness of our Merlin database

##### *What we have done*

- Merlin continues to be used to log contact with organisations and monitor activity. As its capacity increases when voluntary organisations complete the detailed questionnaire, it will allow us to

**APPENDIX A**  
**SVS Forward Plan 2005-08**  
**Report back on actions relating to Key Aims – Summer 2007**

target information to relevant groups directly and to produce information reports about the span and scale of the voluntary sector in the City that will support partnership and strategic work. The national Do –It database is being introduced for volunteering opportunities and enquiries.

*Aim*

- Continue to maintain and review financial systems

*What we have done*

- Financial systems are reviewed annually and linked to the SVS Risk Assessment process. External service supplier reviews have been undertaken in some major areas resulting in changes in some and confirmation in others based on cost effectiveness and service quality assessments. SVS completed its 2005-2006 Annual Accounts for the first time in the new SORP format and received an unqualified Auditors report. Money laundering procedures have been adopted.

*Aim*

- To harmonise terms and conditions around pension provision

*What we have done*

- Finance Sub-Committee has given some initial consideration to the complex issue of harmonisation of employment terms and conditions and a methodology to achieve this within existing resource constraints and pending further Government legislation on these issues. This will be progressed in the coming year.

*Aim*

- To ensure we continue to work effectively with a wide range of volunteers across the organisation

*What we have done*

- Volunteer recruitment and retention remains high within SVS. Some SVS volunteers have been awarded the SVS/Southampton City Council Volunteers Certificate for completion of a minimum 100 hours volunteering.
- In 2006 SVS prioritised involvement of young people in volunteering as a follow on activity from Year of the Volunteer including conducting a survey into attitudes to volunteering by young people. Particularly pleasing has been the involvement of young people as volunteers in the Children's Fund Small Grants Allocation Panel and in planning and delivery of the Knowledge 2 Young People's events in the City supported by SVS Safe in Sound and the Youth Service.

## **APPENDIX A**

### **SVS Forward Plan 2005-08**

#### **Report back on actions relating to Key Aims – Summer 2007**

- The SVS Volunteers Policy has been comprehensively reviewed to ensure equitable application of good practice across all areas of our work.

#### *Aim*

- To consider the potential for charging for elements of SVS work and maximise income raised from donations

#### *What we have done*

- SVS has considered how to implement charging for some of its service without disproportionately increasing costs and thus penalising voluntary groups that we seek to support
- SVS piloted charging for its IT support service as part of a Regional Change Up comparison of models of delivery. Charging was based on a study scale based on voluntary organisations funding but demand was largely from small unfunded groups which would not be able to pay and thus very little income was raised. Unsurprisingly the comparator studies showed that income generating schemes reached the bigger voluntary organisations but not the small unfunded groups.
- By agreement with Southampton City Council, which was about to implement administrative charges for its Criminal Records Bureau (CRB) Service, SVS has taken over this service at the same proposed charging levels, with a shared understanding that recoveries would have to cover costs. This service is gaining steadily and is being kept under review to ensure it is sustainable and meets the sector's needs.
- Room hire charges have been introduced within the VAC.
- Toy Appeal – ongoing partnership between SVS, private, public and voluntary sector organisations delivered over 5,000 toys to children in need in the City.

## **6 Other areas identified**

#### *Aim*

- Seeking additional funds to maintain the Community Accountancy and IT support posts, develop volunteering and BME network support and stronger links with business.

#### *What we have done*

- Business in Community – joint work through Volunteering England programmes has expanded business and community links.
- Local solicitors firms have given Forum briefings and articles for SVS Mailing.
- Social Enterprise has been supported via the local network and joint working arrangements including regular social enterprise surgery held in VAC.

## **APPENDIX A**

### **SVS Forward Plan 2005-08**

#### **Report back on actions relating to Key Aims – Summer 2007**

- SVS has led the Change Up consortium and secured Capacity Builders funding to maintain the Community Accountancy post and provide additional volunteering development outreach. Work with consortium partners on BME network, support and training has also been progressed including the Funding fair and work on contracting, tendering and procurement.

**APPENDIX B**  
**SVS Membership Survey 2007 Questionnaire**



**Southampton Voluntary Services**

**Dear Member**

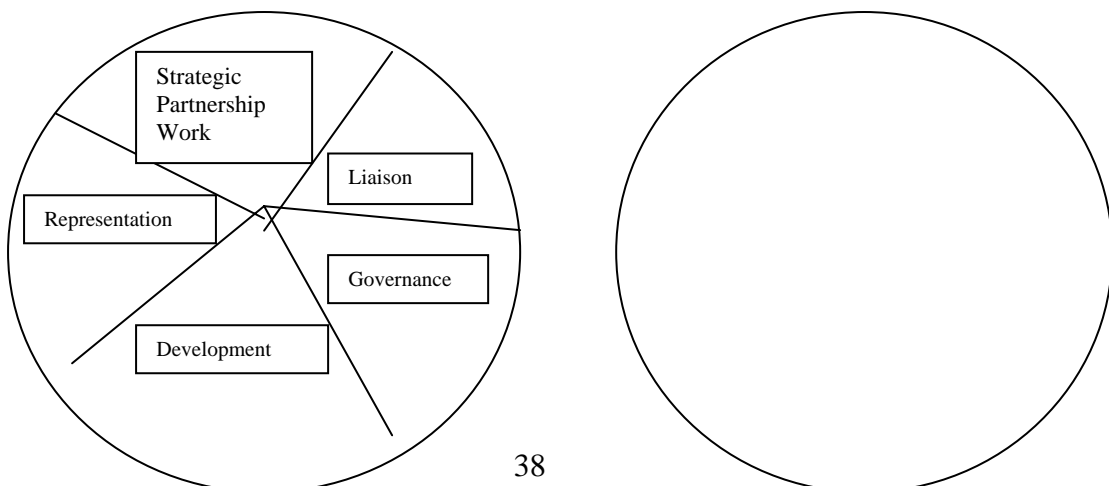
**Membership Survey 2007**

We are about to start writing our next forward plan, and obviously would like to review our work and how best we can provide services to you in the future. We are also working to achieving the National Association for Voluntary and Community Action (NAVCA) Quality Award this year, which involves us showing continuous improvement in the following five performance standards:- development, governance, liaison, representation and strategic partnership work.

Achieving the NAVCA Quality Award will show that SVS is effective in delivery of the five core functions and that these activities lead to identifiable outcomes for voluntary and community groups in their area of benefit.

We wish to find out from you how you think we are doing against these five standards, if we have the balance right and what you would like us to prioritise. I am therefore asking if you could spare a few minutes to complete the questionnaire attached. If you could prefer to talk to me rather than filling in a form then I am only too happy to do so. You can ring me, Chris Hammond on 80216012 Mon – Fri 9am – 5pm.

How would you like us to prioritise the use of our resources to fulfil these functions. Please draw on the circle to the right showing the proportional allocation you prefer.

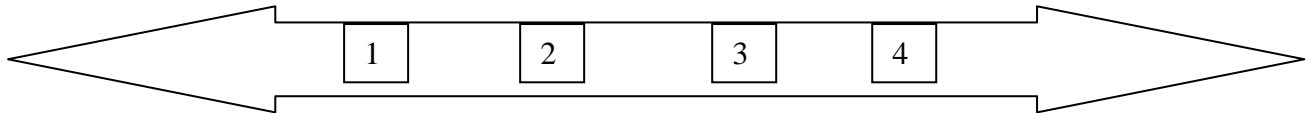


**APPENDIX B**  
**SVS Membership Survey 2007 Questionnaire**

**Standard 1**

**Development/Support/Liaison** – SVS pro-actively identifies needs in the local community and facilitates improvement in service provision to meet those needs.

Put an X on the line below at the scale which you feel indicates how, overall, SVS meets this standard



1 – not meeting    2 – some effectiveness    3 – effectiveness demonstrated    4  
– outstanding effectiveness

Can you give an example of how SVS has helped your organisation in this respect?

.....  
.....  
.....

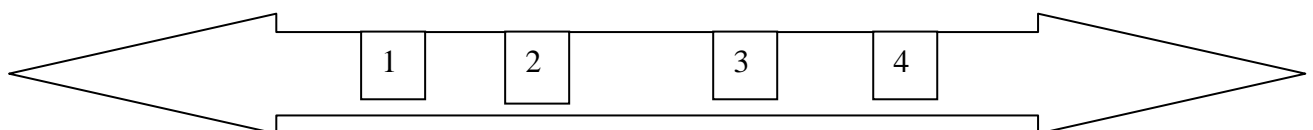
Is there anything else you would like us to do?

.....  
.....  
.....

**Standard 2**

**Development/Support/Liaison** – SVS assists local voluntary and community organisations to function more effectively and deliver quality services to their users, members or constituents i.e. this could be training, newsletter, good practice advice, seminars, etc.

Put an X on the line at the scale which you feel indicates how, overall, SVS meets this standard



1 – not meeting    2 – some effectiveness    3 – effectiveness demonstrated    4  
– outstanding effectiveness

**APPENDIX B**  
**SVS Membership Survey 2007 Questionnaire**

Can you give an example of how SVS has helped your organisation in this respect?

.....  
.....  
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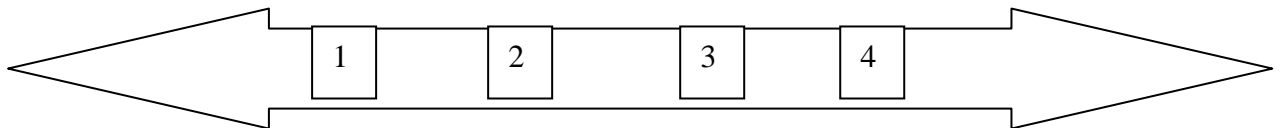
Is there anything else you would like us to do?

.....  
.....  
.....

**Standard 3**

**Development/Support/Liaison** – SVS facilitates effective communication or networking and collaboration amongst local voluntary and community groups i.e. working collaboratively, making better use of resources by sharing good practice, hosting forums and networks.

Put an X on the line below at the scale which you feel indicates how, overall, SVS meets this standard



1 – not meeting    2 – some effectiveness    3 – effectiveness demonstrated    4 – outstanding effectiveness

Can you give an example of how SVS has helped your organisation in this respect?

.....  
.....

Is there anything else you would like us to do?

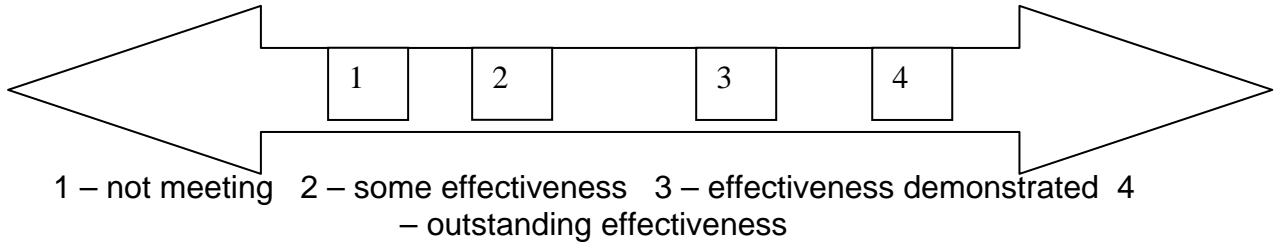
.....  
.....  
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**APPENDIX B**  
**SVS Membership Survey 2007 Questionnaire**

**Standard 4**

**Representation and Strategic Partnership Work** – SVS enables the diverse views of the local voluntary and community sector to be represented to external bodies, developing and facilitating structures which promote effective working relationships and two – way communication

Put an X on the line below at the scale which you feel indicates how, overall, SVS meets this standard



Can you give an example of how SVS has helped your organisation in this respect?

.....  
.....  
.....

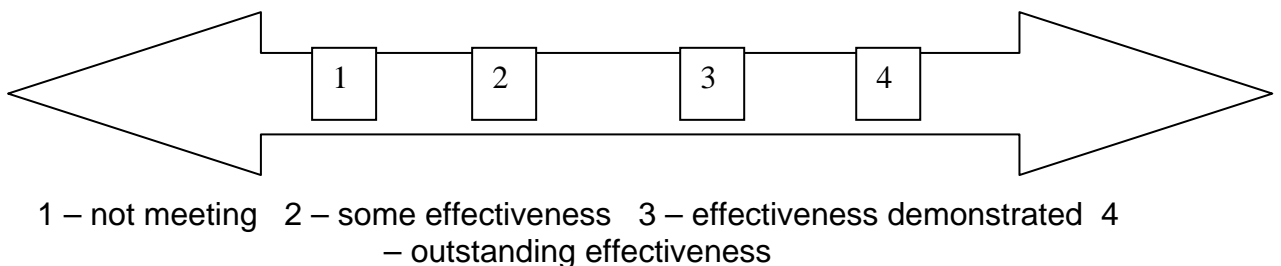
Is there anything else you would like us to do?

.....  
.....  
.....

**Standard 5**

**Representation and Strategic Partnership Work** – SVS enhances the voluntary and community sectors role as an integral part of local planning and policy-making.

Put an X on the line below at the scale which you feel indicates how, overall, SVS meets this standard



**APPENDIX B**  
**SVS Membership Survey 2007 Questionnaire**

Can you give an example of how SVS has helped your organisation in this respect?

.....

.....

.....

Is there anything else you would like us to do?

.....

.....

.....

How do you rate SVS staff?

Area – please tick one of the boxes	Excellent	Good	Average	Poor	Not Applicable
Reliable					
Responsive/ Courteous					
Informed and knowledgeable					
Individualised support					
Representing your views to strategic bodies					

If you have used the Voluntary Action Centre and SVS services it would be useful to hear from your thoughts about the centre and the services we provide.

<b>SERVICES WE OFFER</b> <b>(* may be charged for to cover costs)</b>	Any services that you know of (✓)	Any services you have used (✓)	The 6 you value most (1-6, with one being high)	The 6 you think we do best (1-6, with one being high)
SVS mailings and briefings				
Directory of organisations				
Information on our website				
Library				
Training and event calendar				

**APPENDIX B**  
**SVS Membership Survey 2007 Questionnaire**

Telephone information enquiries on the community and voluntary sector				
Forums/network briefings				
Links to strategic partnerships				
Laminating/photocopying /binding*				
Room hire for meetings*				
Access to internet for group development issues				
Hire of SEED desk for small/newly established groups*				
Loan of equipment eg projector, laptop, OHP, display boards				
Funder Finder & support to identify relevant funding opportunities				
Support with funding applications				
Information on grants and funding and small grants guide				
Help recruiting and managing volunteers				
Specialist advisors: Personnel, Accounts				
Advice on constitutions				
Support for committees				
Trainings/away-days				
Promotion of your group				
One off events on topics of interest				
Links to other organisations/ networks				
Organisational management/ development				

**(please ring appropriate)**

If we were to charge for our training would this inhibit you from attending?  
 Yes/No

If No what could you reasonably afford for a ½ day training session

Less than £10   p to £20   up to £40   up to £60   £60 or more

If we charged a returnable deposit would that encourage you to attend?

Yes/No

**Please tell us a bit about your group** Does your group employ staff?

Yes/No

Do you work in a specific geographical area of Southampton? Yes/No

If Yes which area.....

Do you work with a specific client group? Yes/No

**APPENDIX B**  
**SVS Membership Survey 2007 Questionnaire**

If Yes please give details

.....

Is your group a member of SVS? Yes/No

If not why not as membership is free

.....

SVS convenes various forums:- Mental Health, Counselling, Special Needs Housing, Adults, Children's Alliance, Special Needs Play, Volunteer Co-ordinators Group, Drug and Alcohol Reference Group,

Do you connect to any of these forums? Yes/No

If Yes which ones .....

If No, which would you like to? .....

.....

Thank you for taking the time to complete this questionnaire. Please use the replied envelope to return your completed forms.

Your views will be helpful in guiding the direction of SVS over the coming years.

We may wish to discuss with you're your answers please indicate whether you are happy for us to do this? Yes/No

If you would like us to contact you with any information or to discuss this survey please give your contact details below.

Name .....

Organisation .....

Address .....

.....

e. mail address .....

Tel No .....

## APPENDIX C

### SVS Membership Survey 2007 Results

We asked how member organisations would like us to **prioritise our resources** to fulfil our obligation to show continuous improvement in the five Performance Standards set out by NAVCA.

We received some 35 responses from our 460 member organisations; however, also during the year SVS had also extensively consulted our membership as part of the Change-Up programme, and the results presented below consolidate all recent membership consultations.

The responses indicated that different groups had different priorities, accordingly allocating differing weight to their preferred key areas. We were not able to draw any clear conclusions as to particular areas requiring prioritisation, but it was clear that no areas were considered to be of less importance on a consistent basis, leading to the conclusion that a focus on all areas is the appropriate way forward.

For each of the five Performance Standards, our member organisations rated how they felt SVS met the standard, gave examples of how SVS helped their organisation in this respect and told us if there was anything else they would like SVS to do for them.

In general, across all five standards it was clear that the bulk of respondents had concluded that **SVS had effectively demonstrated or shown outstanding effectiveness in each of the areas**, although as expected there were questions that some groups could not answer and one respondent felt that Standard 2 had not been met in full by SVS HQ although no further information was given. A very small proportion of respondents concluded that SVS had shown some effectiveness in one or more standards, although none concluded that SVS was not meeting a standard's requirements.

Examples of **how SVS helped member organisations** include:

- Support with child protection issues, children's fund consortium, advice and help always on hand, funding project and accessing training, the homeless service, funding, volunteer co-ordinators and counselling forums, helped with attaining charitable status and development, networking and information. Bringing together with other orgs to discuss funding strategies. Help raising profile. CRB service, Procurement training, HR advice and training. Applying for a grant.
- Online newsletter and briefings useful, good advice regarding constitution and help with stationery, get into newsletter; like loose leaf supplements which are easy to divide up and circulate to team; newsletter and forums; training and fundraising, general support. Training sessions and advice to youth workers. Volunteer support. Sample policy docs.
- Children's Alliance, funding for equipment, all SVS activities, health forum newsletter, mental health forum, training opportunities, joining forum. Supported housing forum, bookkeeping course.
- Keeping Change-Up as focus of the main improving services, representation at various groups, keeping up-to-date with local partnership structures. Initiating introductions with statutory bodies. Good representation at LSP.

## APPENDIX C

### SVS Membership Survey 2007 Results

- The ongoing brilliant work SVS does by representing groups around the city, by hosting meetings, having a voice in Southampton Partnership for voluntary groups. Feedback on council funding requirements. Helped enhance relationships. Influencing LAA.

Examples of **anything else member organisations would like SVS to do** include:

- Employ a fundraising co-ordinator to co-ordinate all voluntary sector fundraising in the city. More funding to provide posters and flyers to increase membership. Running course on Vital BME capacity again. Fewer phone calls asking if we've spent the money - seems this is all you really care about. Recruitment processes, more funding advice Help us to enable our management committee to work more effectively in raising our profile
- Keep up the good work and stay in touch with city trends; provide annual data base of voluntary organisations operating in city for distribution to members. Committee training. Not sure work recognised of this group.
- Include the Local Festival of Kerala in September; host a voluntary sector conference annually which includes statutory decision makers. Committee training. Disseminating information, collating opportunities for assistance. Was not aware of networking SVS can offer.
- Publish up to date list of all the strategic groups and who sits on them. Sounds great.

The Survey then asked **how Member organisations rate SVS staff**. For each question, the greatest response was 'excellent' and the next highest response was 'good'. This is a very encouraging result, giving evidence from members that they value highly the attitudes and abilities of our staff team.

The Survey then sought to gain an understanding of how Members saw the **reach and value of the services SVS offer** by presenting a table with 25 service areas and asking Members to tell us whether they knew of the service, used the service, how they valued the service and what we do best.

We have then ranked the responses, and the top five services were as follows:

- SVS Mailings and briefings
- Funder Finder and support to identify relevant funding opportunities
- Links to other organisations and networks
- Information on grants and funding and small grants guide
- Support with funding applications

## **APPENDIX C**

### **SVS Membership Survey 2007 Results**

We asked if we were to charge for our **training**, would this inhibit you from attending? By a factor of 2:1 it was felt by members that charging would inhibit attendance. Of those responding that they would not be inhibited by charging, a clear view was that charges would need to be up to £20 for a half day training session. A significant group of responses was agreeable to a returnable deposit being sought when training was booked.

**Demographic information on respondents** indicated:

- An equal split of between those employing staff and those not employing staff
- A majority working in specified areas of the city as opposed to across the city
- Two thirds working with specific client groups, predominantly children and disabled people
- One third were involved in one of the SVS forums, predominantly counselling and mental health.

## **APPENDIX D**

### **External Stakeholder 2007 Meeting Agenda**

1. How do you view your relationship with SVS?
2. Are you clear about our purpose?
3. What is your perception about the range of groups SVS works with?
4. What do you consider are SVS's strengths and weaknesses?
5. Do you feel we are consistent in our approach across the whole organisation?
6. What do you think about the core functions of SVS?

## APPENDIX E

### External Stakeholder 2007 Meeting Outcomes

**External stakeholder views** were sought from other sectors with whom we work, involving meetings with 14 key stakeholders. Their responses were as expected varied and wide ranging, tending to reflect their own area of work. There were however some areas of commonality and the main themes have been picked out below, reflecting both the focused and the common issues; the challenges for us to consider; as well as the areas that were seen as strengths.

- *How do you view your relationship with SVS?* - Relationships with SVS were generally considered to be good. Where the word 'good' was not used, comments such as "stabilised since last year" and "changed for better since last year" demonstrate the result of efforts made to work on the effectiveness of key relationships.

We were particularly pleased to see praise for our relationship around K2 and for a comment that the relationship with SVS is productive, seeing SVS as a "competent body with credibility".

- *Are you clear about SVS's purpose?* - Comments generally indicated that our key stakeholders were clear about SVS's purpose. Clearly some respondents gave the caveat that they were aware of a particular area of SVS's work and not more generally, but that is only to be expected when a number of those key stakeholders work in just one area in which SVS operates.

One respondent noted that SVS is "still seen to be a social care organisation" which may reflect our historic roots as an organisation; another commented that "SVS needs to raise the profile of its membership" and a further respondent believed that SVS is clear strategically about its purpose but he was less sure this was the case at the operating level. Such challenges are helpful and give us food for thought as we enter this challenging three year plan period.

- *What is your perception about the range of groups SVS works with?* - This question gave rise to varied answers, reflecting the variety of the stakeholders involved in the consultation process. There was a general view that SVS worked with a wide range of groups, supporting the third sector, and individual additional comments included:
  - good services in-house – could stimulate sector to take on more LA's services
  - things are changing and maybe SVS needs to look at change
  - SVS and the sector as a whole needs to update its professional image – SVS needs to take a bigger role in this
  - there is perhaps a view that SVS is known more for its service work than for the core voluntary sector support role
- *What do you consider are SVS's strengths and weaknesses?* - Strengths identified included SVS's strategic contribution, a well balanced organisation, an interactive agent bringing together the statutory and voluntary sectors. Positive comments were made recognising SVS's work as an umbrella organisation, regarding its representation work and about the commitment of its staff teams.

## APPENDIX E

### External Stakeholder 2007 Meeting Outcomes

A number of comments were made covering both weaknesses and opportunities for SVS. These included a lack of resources to take on the wider role that some stakeholders would like to see SVS take, and some comments about not having complete visibility of our work, perhaps linked to the lack of resources. Comments were also made that SVS needs to be realistic as to where it can have an impact, again recognising the limited resources available and a desire that we should not stretch too far and wide. Questions were raised regarding our corporate approach to assessing our impact and getting our message across, and it was observed that there is a need to get the sector to present itself proactively and hear more about the voluntary sector successes. SVS has recognised that building its marketing capability will be an important part of the development within the three year plan period.

- *Do you feel we are consistent in our approach across the whole organisation?* - There were some strong feelings that SVS is consistent across the organisation, with positive comments about our staff being very welcoming.
- *What do you think about the core functions of SVS?* - This question gave rise, as expected, to a great range of answers, including:
  - Would like to see SVS to consider taking on outsourced LA services such as community development which would increase its core function
  - Would like to see SVS give greater help to smaller sector organisations, taking on a larger role and getting involved in city priorities
  - SVS could do yet more to help sector become market fit
  - Not sure many people in the city know about SVS and its work
  - Strategic, but not as much as it could be
  - Limited due to lack of resources
  - Need to stimulate diversity in getting services commissioned and act as 'honest broker'.

Other suggestions received during the stakeholder consultations included:

- Look at national government agenda for opportunities for shared work
- Use councillors as mentors to get information across about voluntary sector and SVS
- Obtain new resources to engage & support neighbourhood groups
- Prepare a reference pack for councillors and lead officers and get SVS as a part of councillors induction programme
- To meet key stakeholders quarterly
- Develop lunch / drop in seminars to inform and develop relationships with directorates and councillors
- VSST member to attend Neighbourhood meetings and give presentation on voluntary sector
- Raise SVS profile at Level 1 Conference and management teams.

## **APPENDIX F**

### **SVS Staff Away Day Agenda – Friday 2<sup>nd</sup> November 2007**

#### **Aim**

To provide an opportunity for Executive and Senior Management Teams to gain knowledge and understanding of staff and volunteers opinions on the future direction of SVS. This information, along with stakeholder's views, can then be used to produce a three year forward plan that all staff and volunteers can sign up to and link to their day to day activities.

#### **Objectives**

- To provide an opportunity for all staff to consider the future of SVS and the contribution that each individual can make
- To work together to share ideas for more effective ways for SVS to contribute to and support the local community
- To have a greater understanding of each team's contribution to the overall success of the organisation
- To have fun.

#### **Programme**

09.00	Arrive and refreshments
09.30	Introduction and outline of day
09.45	Surveying the terrain: <ul style="list-style-type: none"><li>• SWOT</li><li>• PEST analysis</li></ul>
11.00	Break and refreshments
11.15	Creating a roadmap: <ul style="list-style-type: none"><li>• The SVS journey 2008-2011</li></ul>
12.45	Lunch
13.30	Gathering momentum: <ul style="list-style-type: none"><li>• Motivational profile</li></ul>
14.15	Landmarks and milestones: <ul style="list-style-type: none"><li>• Outcomes 1</li></ul>
15.00	Break and refreshments
15.15	Landmarks and milestones: <ul style="list-style-type: none"><li>• Outcomes 2</li></ul>
16.00	Close

## APPENDIX G

### SWOT Analysis from SVS Staff Away Day

#### Key factors identified

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>• REPUTATION/IMAGE/PROFILE</li> <li>• AN ORGANISATION OF PROFESSIONALS</li> <li>• POSITIVE USER FEEDBACK</li> <li>• WORKING IN PARTNERSHIP</li> <li>• INDEPENDENCE</li> <li>• FLEXIBILITY</li> <li>• VOLUNTEERS</li> <li>• LOCAL KNOWLEDGE</li> <li>• NEUTRAL LOCATION (e.g. for seekers of advice re drugs)</li> <li>• PROMOTING SVS</li> <li>• PROJECT MANAGEMENT</li> </ul>	<ul style="list-style-type: none"> <li>• COMMUNICATION</li> <li>• RESOURCE UNCERTAINTY</li> <li>• FUNDING NOT COMPATIBLE WITH COSTS</li> <li>• IT/TECHNOLOGY</li> <li>• STORAGE</li> <li>• 'SET IN WAYS' – INWARD FACING</li> <li>• PROJECTING IDENTITY (USP)</li> <li>• MARKETING MATERIALS</li> <li>• PENSIONS</li> </ul>

<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• INCREASE INTERNAL COMMUNICATIONS</li> <li>• CAPITALISING ON INDEPENDENCE &amp; REPUTATION</li> <li>• MERGERS/ACQUISITIONS</li> <li>• DEVELOPING/PROMOTING CORPORATE IDENTITY</li> <li>• LOCAL AUTHORITY OUTSOURCING</li> <li>• STAFF MORALE</li> <li>• BETTER USE OF SKILLS OF TRUSTEES</li> <li>• CAMPAIGNING FOR USERS</li> <li>• BETTER MARKETING</li> <li>• FUNDING</li> </ul>	<ul style="list-style-type: none"> <li>• FUNDING – AMOUNT &amp; THAT DIRECTED BY OTHERS</li> <li>• COMPETITION</li> <li>• SUSTAINABILITY</li> <li>• OVERSTRETCH/BURNOUT</li> <li>• SALARIES</li> <li>• STAFF FLEXIBILITY</li> <li>• POLITICAL PRIORITIES</li> <li>• NO MARKETING PLAN</li> </ul>

## APPENDIX H

### The SVS Journey 2008-11 from SVS Staff Away Day

#### SVS Journey

The summary roadmap which gleaned from the individual groups gained considerable agreement. It showed the destination as 'next town / big city', our position now as 'at crossroads or give way', the route as 'A roads, sometimes B roads, occasionally motorway (but with care so as not to fail to pick up those needing service)'. The means was seen as a 'customised coach' and the obstacles as 'potholes, road-works, major disruptions and diversions'.

The *destination* was described as 'next town/big city' which does suggest that that modest but tangible re-positioning mentioned above is generally shared. Two questions: What will you be doing differently when you get there? What will that be like?

*Where now* was described as 'at a cross-roads/Give Way/priority to oncoming traffic' which clearly suggests a decision point about which direction to take, but also an opportunity to consider the extent to which your future is in your own hands – for example, if you are currently giving way to others, what might you do to change that? Perhaps redefine your direction sufficient to do that whilst staying true to your values? What opportunities are there in the shifting national agenda? Is this an either/or choice – could you have it both ways? If the way was clear could you go? What can you do while you wait? Who or what are you giving way to? What is it that is really important to you?

The *route* was described as 'A' roads, sometimes 'B' roads, occasionally motorway, taking care not to fail to pick up those needing your services. How will you decide which route to be on? How much other traffic is on it? Is the route clear ahead or are you stuck behind something else? When you take the 'B' road is this a short-cut or are you lost? When you use the motorway, which lane are you in, and what restrictions does this imply? Again, if you redefine your direction in order to reposition yourself, what conscious decision will you take about the route chosen and its implications?

The *means* of transport was described as a 'customised coach'. In what ways is this coach customised and for whose benefit? Who is driving and are you a willing passenger? Yet again, if you redefine your direction/alter your route, what custom changes to the coach will be needed? Importantly, are you sure that you have a sufficient map of the route and that the vehicle suits that route (remember the large vehicles that have got stuck in narrow country lanes through following the directions from the Sat-Nav)?

The *obstacles* were described as potholes, roadworks, major disruptions and diversions. Whatever you can predict you can plan for – take into account those things that are bound to happen along the way. What would be a useful contingency plan to have in reserve just in case? Keep your destination in sight, even if you have to go the long way round – how can you create a strong enough representation of your goal so that when things happen to take you off track, you remember that you have the resources to keep going?

## APPENDIX I

### SVS Organisational Motivation from SVS Staff Away Day

Overall ordering of motivators from group judgements, with perceptions of energy levels for top 4

<u>Rank order</u>	<u>Summary descriptor</u>	<u>Energy</u>
<b>1. SPIRIT</b>	<b>autonomy, independence</b>	<b>73%</b>
<b>2. SEARCHER</b>	<b>meaningfulness, making a difference</b>	<b>97%</b>
<b>3. EXPERT</b>	<b>knowledge, expertise</b>	<b>73%</b>
<b>4. CREATOR</b>	<b>innovation, change</b>	<b>80%</b>
<b>5. FRIEND</b>	<b>co-operation, collaboration</b>	
<b>6. BUILDER</b>	<b>asset growth, increased resources</b>	
<b>7. STAR</b>	<b>peer recognition, reputation</b>	
<b>8. DIRECTOR</b>	<b>influence, power</b>	
<b>9. DEFENDER</b>	<b>security, predictability</b>	

Breakdown of rank ordering by table groups

	Table group rankings				Total	Rank
BUILDER	4	5	7	7	23	6
CREATOR	8	3	3	4	18	4
DEFENDNER	9	8	6	8	31	9
DIRECTOR	6	9	9	3	27	8
EXPERT	3	4	5	5	17	3
FRIEND	5	6	2	9	22	5
SEARCHER	1	2	4	6	13	2
SPIRIT	2	1	1	1	5	1
STAR	7	7	8	2	24	7

*Motivator labels and descriptors used by agreement of Motivational Maps Ltd.  
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## **APPENDIX I**

### **SVS Organisational Motivation from SVS Staff Away Day**

The Motivational Maps<sup>®</sup> process is based on the principle that the performance of an individual, team or organisation is a function of *direction, skills and motivation*. If you have clarity about where you are going and you have the necessary knowledge and skills, you also need the appropriate motivational drivers at the requisite energy level in order to succeed.

Whilst the simplified process used for the Away Day provides only an approximation to the more systematic process of the full Motivational Maps<sup>®</sup> Team Audit, the outcome appears to be consistent, in terms of the rank ordering, with key features of SWOT strengths and the SVS mission. For example, the Spirit driver is consistent with the perceived SWOT strength of independence and the Expert driver is consistent with the perceived SWOT strength of an organisation of professionals.

The combination of the top four drivers clearly characterises an organisation which is strongly independent, that seeks to make a difference, is founded on knowledge and skill, and is positive about innovation and change. Independence (Spirit) and innovation and change (Creator) are reinforced by the relative indifference to security and stability (Defender) at the bottom of the ranking order.

The strongest message coming out of this motivational profile is that the appetite for some modest re-positioning in direction is supported by an appropriate set of motivational drivers.

## APPENDIX J

### SVS Planning – *what have we achieved?*

The key development activities identified in the forward plans spanning the period from 1994 are set out below:

#### 1994 - 1997

- Proactive approach to local government review
- Council/SCCS joint writing of a coherent **voluntary sector strategy**
- SCCS's training programme, information service and organisational development consultancy will continue to address the increased awareness of trustee responsibility. This is resulting in an increased difficulty in getting volunteers to take on this role, along with other issues: user beneficiary involvement on management groups; the uncertainty over the imposition of VAT on contracted services, along with the new SORP 2 accounting principles.
- SCCS's Volunteer Bureau will continue to promote good practice for individual volunteering, including careful placement of volunteers with extra needs and promotion of the Volunteers' Certificate.
- SCCS will continue to explore **business and community** partnerships and new ways of servicing and utilising resources to maximum efficiency.
- Lessons learned, around contractual funding, by the larger voluntary organisations in the Voluntary Sector Providers Group, need to be cascaded down to smaller groups, as provider fitness will be a key to developing flexible, good quality local services which provide real choice to service users and their carers.
- Securing the viability of **SCCS Family Projects**
- SCCS is extending its working links with **black and ethnic minority community groups** and is looking to ensure its work is relevant to all sections of the community.
- SCCS premises are not wheelchair accessible and Executive Committee are committed to securing fully accessible premises at the earliest opportunity.
- The Volunteer Bureau: priority will be given to encouraging voluntary organisations to make opportunities for volunteers with extra support needs to participate and resources sought to the Volunteer Bureau services.
- Investment in IT systems and links with other data sources, including Hantsnet. A specialist information officer could be invaluable, particularly if linked with a training and development role.
- A glaring need which has been identified, with which SCCS is regularly asked to assist, is with financial management. SCCS's top priority for future developments would undoubtedly be for a specialist worker to provide training for groups on fund raising and handling their accounts, as well as developing payroll, book-keeping and accountancy services as a **Southampton CASH** (Community Accountancy Self Help) scheme.
- Priority will be given to maintaining and extending **Forums** or networks as a means of bringing together people from voluntary and statutory organisations based on **communities of interest**
- Priority will be given to co-ordinating the existing **Neighbourhood/Community Care Groups** network and to encourage good practice and participation by all sections of the community. The

## APPENDIX J

### SVS Planning – *what have we achieved?*

establishment of new groups initiated by local people and the extension or revitalisation of existing groups' activities will be supported.

- SCCS sees **user voice** and self help groups, citizen and self advocacy schemes and **carers support** as a major gap and will campaign to ensure proper recognition of this, together with the resources necessary to undertake development activity.

#### 1997 - 2000

- We are intending to seek funding for a specialist officer to work with the black and ethnic minority voluntary groups.
- Top priority for future development within the organisation would undoubtedly be for a specialist worker to provide training for groups on fund raising and handling their accounts, as well as developing payroll, book-keeping and accountancy services as a **Southampton CASH** (Community Accountancy Self Help) scheme.
- The Volunteer Bureau Organiser will work closely with SCCS's new Community Task Co-ordinator to ensure that volunteers with extra support needs are enabled to participate in voluntary activity.
- A long term objective being investigated by the SCCS Director is the establishment of a Voluntary Action Centre as a resource base for the voluntary sector.
- Over the next three years we envisage a continued increase in forum work.
- The Advocacy Project (Choices) is due to be "floated off" in 1996 and the Executive Committee have expressed their desire for the Family Projects to be floated in 1997/98.
- An HIV/AIDS Buddy Group Co-ordinator will be recruited in 1996 and funds are currently being sought to recruit specialist officers to work with the Young People's Forum, Young Carers and Health Related Self Help Groups within the black and ethnic minority communities.

#### 2000 – 2002

- A key priority in the next two years will be to invest in our people and to develop staff so that they are multi-skilled and can move into new work in the event that funding dries up or the requirements of the job change. Every staff member will achieve a base level in computer literacy
- We will use the interpreting and translation services to ensure communication with the black and ethnic minority communities and with disabled people with sensory impairment.
- Targeted work with the black and minority ethnic communities will continue to be a priority in the coming period.
- During the plan period, SVS will work to establish measures of its achievements, including feedback from member organisations and others. We are also investigating the Investors in People scheme.
- We aim to increase membership and involvement of smaller voluntary organisations and to publicise our services more widely in all communities and neighbourhoods
- Use of IT will be extended through the organisation as a way of improving internal and external communication, including aiming to have all staff bases electronically linked by year 2000. We wish, eventually, to

## **APPENDIX J**

### **SVS Planning – *what have we achieved?***

establish, where possible, standardised monitoring information across projects and e-mail communication to our membership, including making SVS Mailing, Training, Resource Library and summaries of policy updates from our national bodies and volunteering opportunities available through our web page.

- SVS may seek to develop its role as the main agency for developing social entrepreneurship and capacity building in Southampton.
- SVS identified both its own needs for future accommodation and the wider needs of the sector and Executive Committee in 1997 decided to pursue development of a new Voluntary Action Centre (VAC).
- Significant needs especially amongst small, unstaffed groups for specialist advice and support on financial management and fund-raising  
We will continue to seek additional resources to further strengthen our capacity to support groups with their financial management.

#### **2002 – 2005**

- To secure new accessible and integrated premises for SVS on the expiry of our current lease in June 2003.
- To evaluate in detail two areas of work each year to help adapt and develop our services to the needs of organisations.
- To develop forward plans for existing and any new projects which reflect the changing arena in which we work.
- To look at standardising and pooling of materials for promotional activity undertaken by SVS.
- Consider the development of local compacts.
- Diversify ways of promoting voluntary action through raising awareness of SVS, voluntary sector and volunteering within socially excluded groups. This to be targeted through communities based in localities, communities of interest and within business. To be done in partnership with others through city initiatives such as development of Local Strategic Partnership, New Deal for Communities, SRB etc.
- To look at developing networks in areas not currently covered. This is one way of giving organisations a voice in the developing Local Strategic Partnership. To evaluate the impact of this on our current work programme.
- To investigate opportunities to explore quality and monitoring issues within the sector and to influence local and national agendas.
- To work to ensure voluntary sector, including both communities of interest and of neighbourhoods, are involved in the Local Strategic Partnership.
- To support, as required, the development in the city of consultation systems within various arenas.

#### **2005 - 2008**

Full details of the 2005-08 plan and achievements to date are set out in Appendix A.

## APPENDIX K

### NCVO Third Sector Foresight – Voluntary Sector Analysis 2007/08

This report selected six aspects of the operating environment to focus on, and the key drivers, opportunities and risks identified for each aspect were:

#### Local governance

##### *Key drivers:*

- Tensions between local and national government (in terms of funding and decision making)
- Local Government reform – a Bill and the final report of the Lyons Inquiry
- Policies aimed at increasing public engagement in decision making at a local level
- Increase in ‘user democracy’, engaging citizens as consumers
- Complexity of local democracy (a multitude of structures and tiers of government)
- Increasing differences and potential inequality between local areas.

##### *Opportunities:*

- Government interest in neighbourhoods and citizen engagement
- More governance ‘spaces’ where VCO’s are invited to play a role in setting policy
- As partnerships become embedded the sector is finding new ways to share learning and spread the load.

##### *Risks:*

- An emphasis on engaging with individual citizens rather than community groups or other intermediaries
- Shifting and changing local government policy
- The marginalisation of niche or minority groups
- Campaigning for nationally set targets may become less effective.

#### Public services

##### *Key drivers:*

- Government policies to expand VCS involvement in the delivery of public services
- Tighter public spending and concerns that spending has been wasted
- Increased professionalism of procurement and commissioning
- Consensus on the need for personalisation of public services, but uncertainty as to what form this will take
- The empowerment of service users through information and communication technology (ICT).

##### *Opportunities:*

- Growing focus on innovation and public service transformation
- Perceived competitive advantage when it comes to personalisation
- Closer relationships with users through ICT.

##### *Risks:*

- Intensification and complexity of competition
- Bureaucracy associated with procurement diverts organisational resources
- Users that are increasingly demanding, have higher expectations and are therefore more difficult to please.

## APPENDIX K

### NCVO Third Sector Foresight – Voluntary Sector Analysis 2007/08

#### Attitudes towards individual and collective responsibility

##### *Key drivers:*

- Overall higher living standards, influencing people's attitudes towards quality of life and poverty
- Continued emphasis on choice and flexibility
- Increased focus on self-reliance and personal responsibility
- Changing views on people's entitlement to the welfare state
- Stable trust in charities, though founded on 'inherent belief' rather than rational knowledge.

##### *Opportunities:*

- Capitalising on 'quality of life' as a concept that relates both to personal and collective well-being
- Pool of people involved in individual actions represents a potential resource for collective action
- High levels of trust and goodwill provide a competitive advantage over organisations in other sectors.

##### *Risks:*

- Individual action too fragmented and volatile
- Increased lack of understanding of and compassion for those who are outside the welfare system
- 'Inherent belief' difficult to control and predict.

#### Funding

##### *Key drivers:*

- Emergence of a more mature market to finance VCS activity
- Increase in earned income and static grant funding
- Increasing use of loan finance
- Improvements in outcome measurement, leading potentially to even higher expectations
- The empowerment of donors as online information about the VCS becomes more easily available.

##### *Opportunities:*

- Campaigns to protect grant funding could result in new funding streams
- Loan finance as an 'enabler' could help organisations to grow
- Better outcomes reporting could lead to the more effective allocation of resources.

##### *Risks:*

- New financial tools require new skills and attitudes towards risk, which could favour larger organisations and increase polarisation
- Income could be restricted to meeting outcomes
- The internet builds the expectations of donors in terms of the quality of information they receive.

## APPENDIX K

### NCVO Third Sector Foresight – Voluntary Sector Analysis 2007/08

#### Globalisation

##### *Key drivers:*

- Significant global challenges, from the ‘war on terror’ to climate change and resource constraints
- Increasing complexity in where power is held and decisions made
- More economic activity taking place across national boundaries
- Shift towards a service industry and a ‘knowledge economy’ in the UK
- Global population movements, leading to a more diverse UK population
- Growth in global campaigns and movements.

##### *Opportunities:*

- Important role for civil society in holding global institutions to account
- Global migration can open up a new talent pool to VCO’s
- ICT facilitates collaboration and knowledge sharing with civil society organisations in other countries.

##### *Risks:*

- Civil society organisations are sometimes not viewed as accountable themselves
- Campaigning at many levels can stretch organisational resources
- Migration can put public services under pressure, with an assumption that the VCS will fill the gaps.

#### The environment

##### *Key drivers:*

- Global environmental challenges largely linked to climate change
- Government strategy and initiatives for sustainable development
- A concerned general public, increasingly engaged
- The development of ‘corporate citizenship’.

##### *Opportunities:*

- An agenda that impacts on everybody’s future fostering buy-in
- A policy environment in search of innovative ideas able to address the challenges
- Alternative consumption patterns leading to the development of social enterprises.

##### *Risks:*

- Sustainable procurement practices too constraining for VCOs providing public services
- ‘Corporate citizenship’ requiring high levels of investment impact on resources available for core activities
- Corporate Social Responsibility develops to the detriment of corporate giving.

The report concludes with a section entitled “**Implications for the future of the VCS**” showing that a number of cross-cutting themes emerge from the report’s content, raising a number of questions about the future of the voluntary and community sector. The issues identified are:

## APPENDIX K

### NCVO Third Sector Foresight – Voluntary Sector Analysis 2007/08

- **Diversification and maturity** - *Throughout the discussions around the funding environment and the environment for VCS involvement in public service delivery is a sense of maturity and increasing diversity. The mixed economy of welfare is well established and the VCS's role in delivering public services is well understood, by policymakers, although this does not always translate into funding and other support. Procurement and commissioning are beginning to 'grow up' and are developing as distinct professional disciplines. The funding 'market' is also maturing, although some new financial instruments are still at a very early stage of development. And yet there is immaturity at the margins of the VCS, with low understanding of the new forms of 'hybrid' organisations which may increasingly shape the sector.*
  - Is a more mature market place for accessing funding and involvement in delivering public services raising the barrier to entry for smaller organisations? Is it primarily the organisations that already have sufficient capacity that are benefitting from programmes to help VCO's engage, and what does this mean for the future health of the sector?
  - Do we understand enough about the role of new financial instruments in the sector's funding environment? For example, can they lead to a step change in how we fund solutions to social problems? And how do they change the organisations that use them?
  - If the use of organisations which evaluate and compare VCO's increases, what will this mean for the power they hold to influence how stakeholders regard, trust and select VCO's? Which organisations will benefit?
  
- **Information and communication technologies** - *The role of ICT has cut across all six aspects of the operating environment. ICT can be both disruptive and enabling by changing the ways in which organisations work. It facilitates far greater access to information, thereby empowering both donors and the users of services. It is one of the drivers of the globalisation of markets but also allows greater connections between organisations in civil society around the world and powers many of the new social movements that are emerging around the environment and climate change.*
  - ICT's are changing perceptions of the value of information. Will this threaten income streams based on Intellectual Property, which are increasingly seen as a source of sustainable income for VCO's?
  - For many VCO's, online 'social' networks have the potential to be disruptive; that is, they have the power to change the model of organising upon which many VCO's, and particularly membership bodies, are based. Which organisational models will predominate in the future?
  - ICT is a powerful tool for collaboration, particularly around sharing information and learning from others. Could this lead to more effective coalitions and looser forms of collaboration? Or will the competitive nature of the VCS stand in the way?

## APPENDIX K

### NCVO Third Sector Foresight – Voluntary Sector Analysis 2007/08

- **Shifting power relationships** - *Power, and where it lies, has been another common theme. Both globalisation and localism add new complexities and tensions between different tiers of government and between democratically elected bodies and others. Much of the localism agenda aims to increase the power of citizens in their neighbourhoods. A less deferential society and access to greater information facilitated by ICT is changing the power relationship between organisations and their users. Yet it is important to recognise that much of the rhetoric around truly empowering people has yet to be realised.*
  - As the government tries to engage and consult with 'real' people, will VCO's be marginalised, or recognised as intermediaries but with the associated risk of potentially being regarded as instruments of the state?
  - There is a need for VCO's to engage with power both in official 'invited' spaces (eg partnerships) but also to claim new spaces and assert power. Can VCO's join together not only to react to agendas defined by the government but also to promote new agendas?
  - Power resides both in visible places (eg a local authority) and invisible places (eg a multinational). Does the VCS have a good enough understanding of where power lies and how to influence it? And do we acknowledge how the substantial power that some VCO's themselves hold impacts on other VCO's and wider society?
  
- **A focus on the individual** - *The trends of consumerism and individualism appear to run through the analysis, as shown by the importance placed on individual action and choices. Through mechanisms such as satisfaction surveys, the recent trend has been for people to be more engaged in decision making – as individuals. The 'personalisation agenda' values the right of individuals to access services tailored to their needs, whilst individuals increasingly view the welfare state as a 'club' for members. Individual action is increasingly valued, whether this is a wealthy philanthropist engaging with causes of interest to them, or a citizen switching to energy-saving light bulbs in an attempt to fight climate change.*
  - Individuals are increasingly assertive about their preferences and concerns but does this always lead to action? How can VCO's convert a more articulate and vocal public into a more active one?
  - The rise of single issues can lead to decreasing awareness of wider problems, and increase the need for over-arching visions and mediation between groups. What is the role of the VCS in bringing together single issue groups into a deliberative space which engages the whole community?
  - VCO's may increasingly need to engage with citizens as consumers but this can risk emphasising individual responsibility over collective responsibility. How can the sector bridge this gap and convert individual preferences into collective action?

## APPENDIX K

### NCVO Third Sector Foresight – Voluntary Sector Analysis 2007/08

- **Quality of life and well-being** - *A focus on individual experiences is often expressed in terms of quality of life or well-being. The 'place shaping' aspect of local government reform, and the sustainable development agenda both aim to promote the wellbeing of a community and its citizens, whilst the personalisation of services aims to provide users with a better quality of life. Talk of responsible and sustainable consumption is often heard in conjunction with references to quality of life, personal wellbeing and happiness: More than just purchasing products that respect the environment and people, it is about living more ethically.*
  - VCO's contribute to people's quality of life and wellbeing through the very act of bringing people together in social spaces. Can the VCS exploit this to engage people in volunteering and other forms of association?
  - There is a risk that the well-being agenda will encourage people to focus on their own quality of life rather than the collective well-being of society. How can VCOs re-engage the public with big social issues such as poverty and inequality?
  - Quality of life is a holistic concept. Can the VCS use the quality of life agenda to raise the profile of issues, from mental health to the environment?
  
- **Wealth and inequality** - *A higher standard of living and increased wealth is driving many of the trends discussed here, from the emergence of the new philanthropists to the changing attitudes towards the welfare state and a growing interest in well-being. Yet inequality is also a common thread. Global inequalities are growing, driving increased economic migration, whilst the localism agenda is expected to further increase differences between local areas in the UK. Both the personalisation of services and greater local flexibility will increase the 'postcode lottery'.*
  - One role of the VCS is to help to shape what is understood as a 'good society'. As inequality increases is there a need for a greater engagement across the VCS with social justice debates?
  - VCOs can themselves contribute to inequalities between different local areas. How can the sector as a whole ensure that resources (local funding and volunteers) are equitably distributed?
  - The isolation of marginalised, and particularly poor, communities impacts on social cohesion. What is the role of the VCS in creating a cohesive society?

## APPENDIX K

### NCVO Third Sector Foresight – Voluntary Sector Analysis 2007/08

- **‘Walking the talk’** - *Across the six aspects of the operating environment discussed here is a sense that expectations of the VCS are rising and that there is a danger that VCOs will be found to fall short of their own rhetoric. As the mixed economy of welfare matures, we could be reaching the end of the assumption that the VCS has natural strengths (eg innovation, closeness to service users) and it will become more important to provide evidence of outcomes and added value. Growing numbers of stakeholders expect organisations to act in environmentally and socially responsible ways, demonstrating their impact through their working practices as well as their mission.*
  - The VCS plays an essential role in holding others to account. But are we too complacent about our own accountability? As expectations of the VCS rise, could poor accountability damage trust?
  - Or are we shifting from an age of accountability to an age of results, as much of the emphasis shifts towards performance and demonstration of impact? Can the VCS improve how it articulates its strengths and value?
  - As other sectors become more environmentally and socially responsible, in large part as a result of pressure from our sector, how will this impact on competition between sectors, and blurring boundaries?
- **Complexity and uncertainty** - *To conclude, the operating environment is characterised by complexity and uncertainty, which presents challenges for VCOs in managing change. Fast-moving policy agendas contain inherent tensions, for example efficiency and the rationalisation of delivery agencies vs local decision making, or national equity vs more personalised services and local flexibility. The demands of users and donors for tailored services and information requires a more sophisticated response from organisations whilst the maturing funding environment and public services market increases the complexity of VCS management.*
  - Complexity and uncertainty can threaten the sustainability of organisations. Which organisations will fare best in this uncertain environment and will this change the landscape of the sector?
  - The current focus on social entrepreneurs may be due in part to an assumption that they are more flexible and can more easily adapt in this uncertain environment. In which ways will individual social entrepreneurs change how the sector works?
  - In times of change planning and, in particular, being aware of external drivers becomes even more important. Can the sector improve how it understands and adapts to change?

## **APPENDIX L**

### **City of Southampton Strategy: Vision and Outcomes**

The City of Southampton Strategy sets out the following as its Vision:

As the major city in central southern England, Southampton will be recognised as the region's economic, social and cultural driver, building on its role as an international seaport, centre for cutting edge research and leading retail centre.

It will be a centre of learning, have a varied and exciting cultural landscape and be known for its innovative and creative businesses, leisure opportunities and fine parks and open spaces.

Adapting into a sustainable waterfront city, Southampton will have a world-wide profile, attracting visitors, new citizens and businesses by being the UK's premier cruise liner home port, a major European container port and the local city for one of the UK's top airports.

Southampton will be known as a city that is good to grow up in and good to grow old in where people are proud to live and economic success is harnessed to social justice.

To realise the vision, Southampton will have:

- 1. People proud of their city & making a positive contribution**
  - A culturally diverse city free from discrimination which welcomes new communities and provides opportunities for everyone to contribute to the life of the city and its region
  - A place which promotes health and wellbeing and continuously improves the quality of life of all its people
  - A place with partnership and shared leadership at its core where local people are informed, involved and listened to.
- 2. Innovation and learning at its heart**
  - An international centre for learning and development, particularly in the marine sector, led by the two Universities, one with its world class reputation for research and innovation and the other as a major centre for vocational and professional learning
  - A talent magnet, the result of sustained collaboration between universities, colleges, business support services and employers, which is committed to enabling its citizens to develop and attracting new people and enterprise into the city
  - A city with excellent education from the earliest years through to schools & colleges, which encourages people to value learning throughout their lives.
- 3. A dynamic business environment**
  - At the forefront of developing a knowledge based economy
  - A place which develops and attracts successful, creative and innovative businesses, particularly in knowledge based and service industries as well as a thriving health and care sector
  - A city with an enterprising business community which recognises the contribution it can make to the city experience and which enthusiastically participates in, supports and sponsors activities.

## **APPENDIX L**

### **City of Southampton Strategy: Vision and Outcomes**

#### **4. An attractive, sustainable and stimulating environment**

- A well positioned city with excellent transport infrastructure providing world-wide links through land, air and sea and internally well connected with the imaginative and creative use of public spaces
- A city which lives within clear environmental limits and is responsive to the impact of climate change
- Well maintained with a high quality public realm, featuring distinctive, quality buildings, some iconic, offering a mix of accommodation including affordable housing, family housing and attractive, safe and welcoming open spaces for everyone

#### **5. Imaginative arts and cultural opportunities**

- A centre of national excellence for the arts and culture – building on the major strengths of existing venues and collections, and encouraging new ventures
- A place that fosters and celebrates creative and media industries, contemporary, visual and performing arts, arts reflecting the city's communities and arts in education
- A place which celebrates and shares its rich maritime heritage with ever increasing numbers of visitors from around the world; a heritage that is carefully preserved and actively brought to life for the benefit of visitors and residents alike

#### **6. A unique sense of place**

- A place that people naturally gravitate towards for a high quality experience in all aspects of urban life and that people are proud to promote
- A place that is both confident in its role at the heart of the region, that stimulates development outside its boundaries and which is valued beyond the city region
- A city which celebrates its relationship with the sea through maritime heritage, innovation, business, learning, physical landscapes and events
- A place with distinctive neighbourhoods and district centres providing a focus for local services and community activities.

## **APPENDIX M**

### **List of Current Partnerships with which SVS is involved**

Strategic groups and Sub Panels we are involved in include:

Active Southampton (Sports and Physical Action Alliance)  
Central Neighbourhoods Partnership  
Children and Young Peoples Strategic Partnership  
Children's Fund Partnership Board  
Common Assessment Framework Steering Group  
Communities and Renewal Partnership  
Delivering Race Equality in Mental Health Focused Implementation Site  
Steering Group  
Drug Action Team  
Early Years Development and Childcare Partnerships  
Employment Strategy Group  
Extended Schools  
Fit For Life Steering Group  
Global Grant Advisory meeting  
Health and Wellbeing Partnership  
HIV and Sexual Health Commissioning Team  
Housing Partnership  
IMAG  
Job Centre Plus  
Later Years Partnership  
Mental Health Local Implementation Team  
New Communities Strategic Group  
Safe City Partnership and Performance Monitoring Group  
Safeguarding Adults Board  
SHAPE (Southampton Heritage and Arts People)  
SITES  
Skills and Employability Board  
Solent Youth Action  
Southampton Partnership Delivery Board  
Sure Start  
University Community Action at both city Universities

**APPENDIX N  
Triangle of Linkages**

**Triangles of Linkages—Aims and Activities**

**SVS VISION**

A city in which all people are inspired to make positive contributions to their communities.

**SVS MISSION**

SVS aims to support a vibrant voluntary and community sector with a strong voice and the best of support. SVS actively promotes voluntary action & the provision of essential services to vulnerable communities.

**PROMOTING  
VOLUNTARY ACTION**

**SVS 8 KEY AIMS**

- 1) Services and support
- 2) Liaison
- 3) Representation
- 4) Development work
- 5) Strategic partnerships
- 6) Promoting volunteering & voluntary action
- 7) Quality Services
- 8) Governance and performance

**OUTCOMES  
LINKED TO  
TEAM TARGETS**

**ACTIVITIES**

1) One to one work with groups; Training for groups & individuals; Library & equipment loan; Funder Finder & funding advice; Room hire; Events & workshops; and SVS information services.

2) SVS Forums & Networks; Forums Link; Practitioner links; Presentations, awareness raising, joint events & conferences; and Links to Neighbourhood Partnerships & Management.

3) Forums; Steering Groups; Advocacy; Forum Link and electoral process for VCS reps; Input to RAISE, NCVO, NAVCA, Volunteering England & other sector bodies; and Implementation of Guidelines for Representation.

4) One to one work with groups; SVS information services; Research & highlighting gaps in provision & unmet needs; CRB umbrella service; Good practice guidance on policies & procedures; and Trustee Development Programme.

5) Support to VCS to achieve City of Southampton Strategy outcomes; Facilitate sector representatives on Southampton Partnership; Outreach widely in the city; and Implementation of Compact and Codes of Practice.

6) Volunteer information sessions & outreach; Volunteer involvement in all areas of SVS work; Volunteer Co-ordinators Group good practice advice; Volunteers Certificate Scheme; Training & good practice advice; and Promoting active citizenship, social cohesion and civil society.

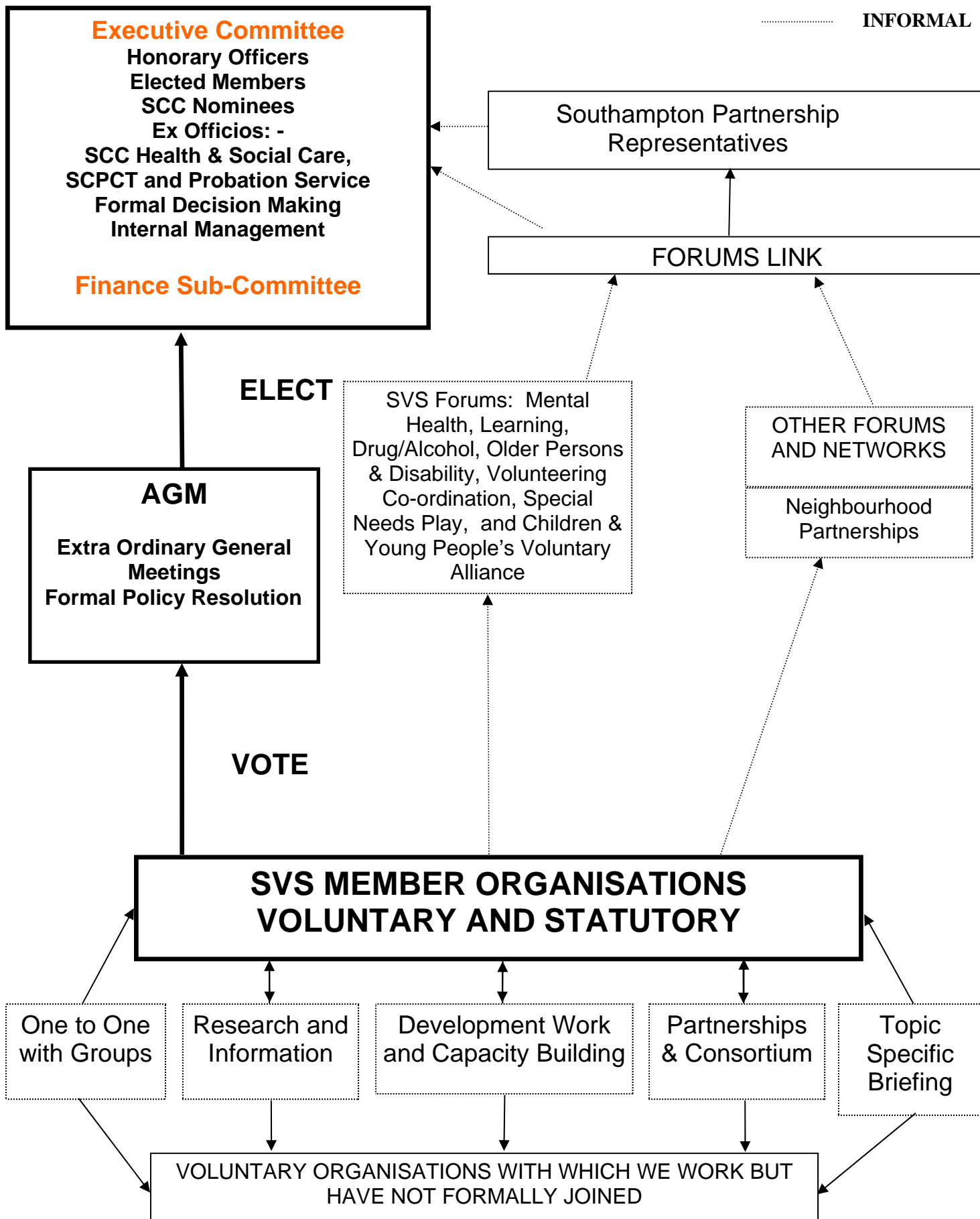
7) Service delivery to specified targets and relevant quality standards; Securing longer term funding / contracts; and User involvement in service delivery.

8) Maintain Governance Code principles; Training & correct representation; Expand ICT, database & web effectiveness; Develop SVS Communication & Marketing strategy; Harmonise terms & conditions; Maximise income opportunities; Develop KPIs for SVS; Grow membership, review member pack & services; and Gain & continue to meet Quality Standard requirements. <sup>69</sup>

**OUTPUTS**

**APPENDIX O**  
Decision Making in SVS

— FORMAL  
- - - - - INFORMAL



## APPENDIX P

### Good Governance: Code for the Voluntary & Community Sector

The SVS Executive Committee has adopted **Good Governance: Code for the Voluntary and Community Sector**, as published by the Governance Hub.

The Code was produced by a group of voluntary sector support organisations: Charity Trustee Networks, the Association of Chief Executives of Voluntary Organisations, the Institute of Chartered Secretaries and Administrators and the National Council for Voluntary Organisations, along with the Charity Commission. It is being promoted and implemented by the Governance Hub. The Hub is a partnership of voluntary and community sector associations, working to improve the quality of governance of voluntary and community organisations in England.

The Code sets out best practice. It is not mandatory but organisations that comply with the Code are invited to state this in their Annual Report and other relevant published material.

The seven main principles that underpin the code and the most important supporting principles are as follows:

#### **Principle 1: Board leadership**

Every organisation should be led and controlled by an effective Board of trustees which collectively ensures delivery of its objects, sets its strategic direction and upholds its values. The supporting principles are:

**The role of the Board:** Trustees have and must accept ultimate responsibility for directing the affairs of their organisation, ensuring it is solvent, well-run, and delivering the outcomes for which it has been set up.

**Strategic direction:** Trustees should focus on the strategic direction of their organisation, and avoid becoming involved in day to day operational decisions and matters (except in the case of small organisations with few or no staff). Where trustees do need to become involved in operational matters, they should separate their strategic and operational roles.

#### **Principle 2: The Board in control**

The trustees as a Board should collectively be responsible and accountable for ensuring and monitoring that the organisation is performing well, is solvent, and complies with all its obligations. The supporting principles are:

**Compliance:** The Board must ensure that the organisation complies with its own governing

document, relevant laws, and the requirements of any regulatory bodies.

**Internal controls:** The Board should maintain and regularly review the organisation's system of internal controls, performance reporting, policies and procedures.

**Prudence:** The Board must act prudently to protect the assets and property of the organisation, and ensure that they are used to deliver the organisation's objectives.

**Managing risk:** The Board must regularly review the risks to which the organisation is subject, and take action to mitigate risks identified.

**Equality and diversity:** The Board should ensure that it upholds and applies the principles of equality and diversity, and that the organisation is fair and open to all sections of the community in all of its activities.

## APPENDIX P

### Good Governance: Code for the Voluntary & Community Sector

#### **Principle 3: The high performance Board**

The Board should have clear responsibilities and functions, and should compose and organise itself to discharge them effectively. The supporting principles are:

**Trustee duties and responsibilities:** Trustees should understand their duties and responsibilities and should have a statement defining them.

**The effective Board:** The Board should organise its work to ensure that it makes the most effective use of the time, skills and knowledge of trustees.

**Information and advice:** Trustees should ensure that they receive the advice and information they need in order to make good decisions.

**Skills and experience:** The trustees should have the diverse range of skills, experience and knowledge needed to run the organisation effectively.

**Development and support:** Trustees should ensure that they receive the necessary induction, training and ongoing support needed to discharge their duties.

**The chief executive:** The Board should make proper arrangements for the supervision, support, appraisal and remuneration of its chief executive.

#### **Principle 4: Board review and renewal**

The Board should periodically review its own and the organisation's effectiveness, and take any necessary steps to ensure that both continue to work well. The supporting principles are:

**Performance appraisal:** The Board should regularly review and assess its own performance, that of individual trustees, and of sub-committees, standing groups and other bodies.

**Renewal and recruitment:** The Board should have a strategy for its own renewal. Recruitment of new trustees should be open, and focused on creating a diverse and effective Board.

**Review:** The Board should periodically carry out strategic reviews of all aspects of the organisation's work, and use the results to inform positive change and innovation.

#### **Principle 5: Board delegation**

The Board should set out the functions of sub-committees, officers, the chief executive, other staff and agents in clear delegated authorities, and should monitor their performance. The supporting principles are:

**Clarity of roles:** The Board should define the roles and responsibilities of the chair and other honorary officers, in writing.

**Effective delegation:** The Board should ensure that staff, volunteers and agents have sufficient delegated authority to discharge their duties. All delegated authorities must have clear limits relating to budgetary and other matters.

**Terms of reference:** The Board should set clear terms of reference for subcommittees, standing groups, advisory panels, etc.

**Monitoring:** All delegated authorities must be subject to regular monitoring by the Board.

## APPENDIX P

### Good Governance: Code for the Voluntary & Community Sector

#### **Principle 6: Board and trustee integrity**

The Board and individual trustees should act according to high ethical standards, and ensure that conflicts of interest are properly dealt with. The supporting principles are:

**No personal benefit:** Trustees must not benefit from their position beyond what is allowed by the law and is in the interests of the organisation.

**Dealing with conflicts of interest:** Trustees should identify and promptly declare any actual or potential conflicts of interest affecting them.

**Probity:** There should be clear guidelines for receipt of gifts or hospitality by trustees.

#### **Principle 7: Board openness**

The Board should be open, responsive and accountable to its users, beneficiaries, members, partners and others with an interest in its work. The supporting principles are:

**Communication and consultation:** Each organisation should identify those with a legitimate interest in its work (stakeholders), and ensure that there is a strategy for regular and effective communication with them about the organisation's achievements and work.

**Openness and accountability:** The Board should be open and accountable to stakeholders about its own work, and the governance of the organisation.

**Stakeholder involvement:** The Board should encourage and enable the engagement of key stakeholders, such as users and beneficiaries, in the organisation's planning and decision-making.

## **APPENDIX Q - NAVCA Performance Standards**

### **Background to the NAVCA Performance Standards**

The five Performance Standards have been the subject of extensive consultation with NAVCA members and focus on the core functions of local infrastructure organisations (LIOs). This means that using the Standards will ensure that all core activities are being undertaken and that these activities lead to identifiable outcomes for voluntary and community groups in a LIO's area of benefit.

It is anticipated that activities included in the Performance Standards, together with actions involved in monitoring and measuring their associated outcomes, will become integrated into the day to day running of LIOs. Experience from the pilot of the Standards, and other consultations, suggests that basing the annual strategic plan or work plan of the organisation around these Performance Standards greatly facilitates this process.

NAVCA believes that for the effective delivery of the five core functions of infrastructure a local infrastructure organisation needs to be well governed and managed. It is not NAVCA's intention to duplicate work being undertaken by other agencies, nor is it the intention to determine for its independent members which tool they adopt to actively engage in a structured process of continuous organisational improvement.

A local infrastructure organisation can choose which current tool, or tools, for continuous organisational improvement it adopts. NAVCA is not prescribing which best fits local circumstances, however, if an existing generic framework is not being used by the LIO, PQASSO is suggested as an affordable and credible process to adopt.

Continuous improvement is not only a snap shot of activity, rather it is an ongoing activity and an organisation should identify activity that it is undertaking either as a part of its annual work plan or in a discrete plan for continuous improvement.

The SKiLD project, in partnership with the Federation for Community Development Learning and the Workforce Hub, has produced a competency framework outlining the skills and knowledge needed by development workers. The framework supports systematic professional development, and gives development workers the competencies to achieve the outputs needed to meet the performance standards.

### **NAVCA Quality Award: Excellent service for local groups**

The NAVCA Quality Award is based on the NAVCA Performance Standards and offers a rigorous, externally audited, NAVCA-accredited quality award that addresses the quality of delivery of the five core functions of infrastructure.

The Performance Standards, on which the NAVCA Quality Award is based, have been mapped against several quality frameworks including PQASSO, Matrix and Community Legal Services Quality Mark. Achieving the NAVCA Quality Award will enable local infrastructure organisations to have evidence for these and other systems.

## APPENDIX Q - NAVCA Performance Standards

### Development, Support and Liaison

#### Standard 1

The organisation pro-actively identifies needs in the local community and facilitates improvement in service provision to meet those needs.

Outcomes

As a result of LIO activity, the local voluntary and community sector:

**1.1** Is better informed about new needs.

**1.2** Reviews its services in response to information about changing or emerging needs.

**1.3** Involves a range of individuals/ organisations, reflecting the diversity of the local community, in the identification of needs and solutions, including the VCO's role in addressing needs, where appropriate.

**1.4** Better informs statutory organisations and funders about changing needs in the local community.

#### Minimum requirements: Outputs/activities. The LIO:

1a Works with new groups to address new/unmet needs.

1b Maintains and updates a directory of local voluntary and community organisations and the services they provide, or ensures that one is available elsewhere.

1c Facilitates one or more interest networks each year, where needs can be identified/discussed.

1d Develops or maintains a system for collecting information on needs/unmet needs.

## APPENDIX Q - NAVCA Performance Standards

### Development, Support and Liaison

#### Standard 2

The organisation assists local voluntary and community organisations to function more effectively and deliver quality services to their users, members or constituents.

Outcomes

**As a result of LIO activity, the local voluntary and community sector:**

**2.1** Has increased knowledge of LIO and other available infrastructure support services.

**2.2** Has increased knowledge, skills and qualifications in workforce.

**2.3** Has increased knowledge of current local and national developments affecting its work.

**2.4** Has improved access to funding sources.

**2.5** Has increased knowledge of how to use quality tools and techniques to improve performance.

**2.6** Has more groups, representing the diversity of the local community, accessing LIO services.

#### Minimum requirements: Outputs/activities. The LIO:

2a Produces and distributes at least four newsletters per year.

2b Models good practice by committing itself to achieving an appropriate quality assurance standard (at least PQASSO level 1 or agreed equivalent).

2c Provides access to routinely updated information and resource materials about legal structures and effective management of a voluntary organisation.

2d Signposts organisations to appropriate training and support.

2e *Advises on funding sources using up to date reference information.*

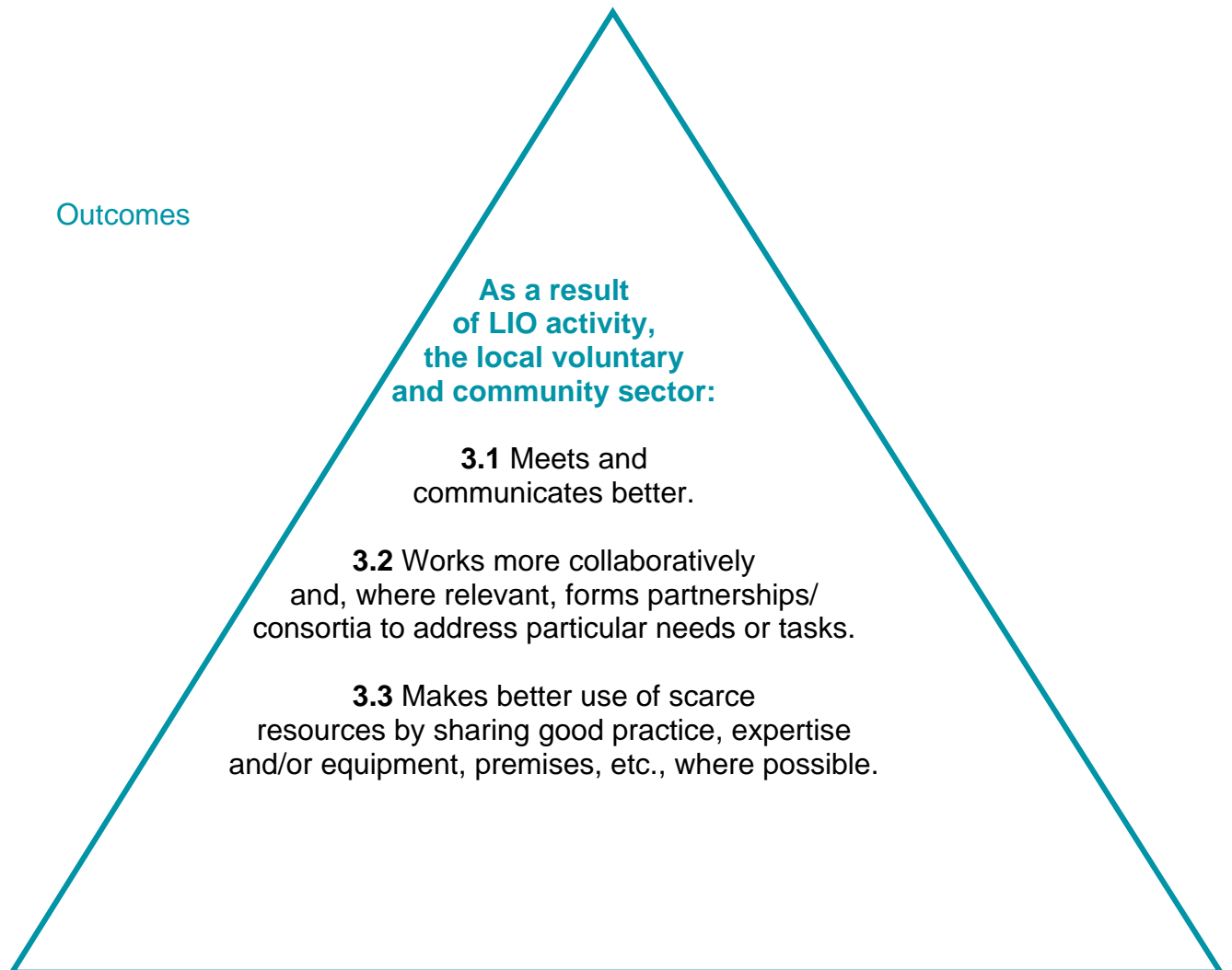
2f *Consults annually with existing and potential membership to ensure that services are appropriate and accessible.*

2g *Provides information and support re financial and administrative management.*

## APPENDIX Q - NAVCA Performance Standards Development, Support and Liaison

### Standard 3

The organisation facilitates effective communication or networking and collaboration amongst local voluntary and community groups.



#### Minimum requirements: Outputs/activities. The LIO:

3a Provides information on models of partnership working.

3b Organises conferences or meetings where issues can be debated and practice shared.

3c Provides space in newsletter or other mechanisms to enable VCOs to make contact with other local groups concerning activities, needs etc.

3d Is actively involved in a range of community networks taking opportunities to promote the services of the LIO.

**APPENDIX Q - NAVCA Performance Standards  
Representation and Strategic Partnership Work**

**Standard 4**

The organisation enables the diverse views of the local voluntary and community sector to be represented to external bodies, developing and facilitating structures which promote effective working relationships and two-way communication.

Outcomes

**As a result of LIO activity, the local voluntary and community sector:**

**4.1** Is a more integral part of local planning and policy making.

**4.2** Has access to appropriate and sufficient information to enable it to develop its own views about key issues and respond to consultation.

**4.3** Has its views sought by key external agencies at all stages of a consultation process.

**4.4** Is more actively involved in the development and operation of effective working partnerships.

**4.5** Benefits from working agreements, protocols and/or compacts with statutory and other outside bodies.

**Minimum requirements: Outputs/activities. The LIO:**

4a Facilitates the two-way flow of information and views between the voluntary and community sector and relevant external bodies e.g. via newsletter or meetings.

4b Raises awareness amongst external agencies about the expertise, role and value that VCOs can contribute to discussion and decision making on local/regional/national issues.

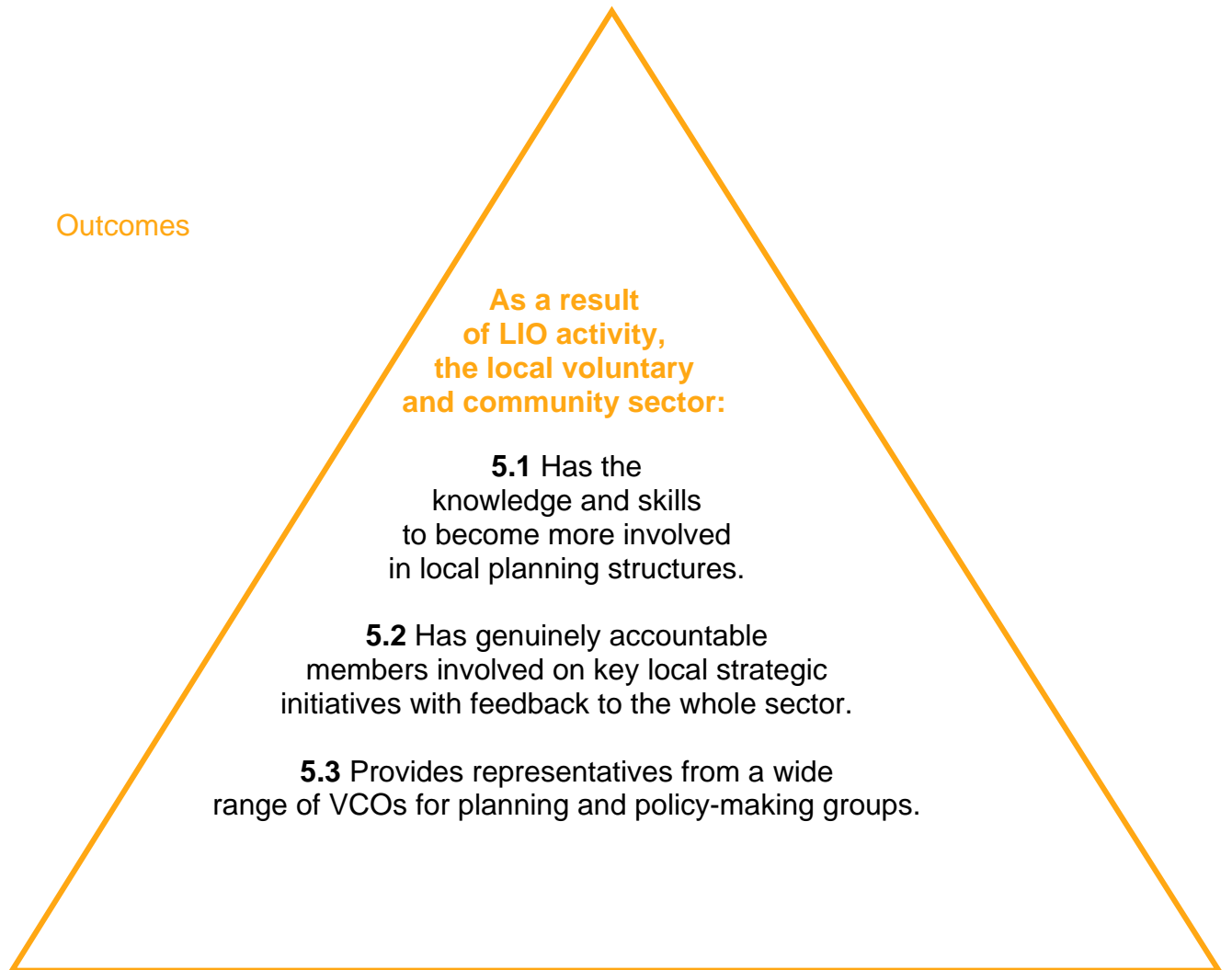
4c Provides information about groups in the local area, and networks which can be accessed by external agencies wishing to communicate with communities/interest groups.

4d Plays an active part in the development and operation of working agreements, protocols and/or compacts.

**APPENDIX Q - NAVCA Performance Standards  
Representation and Strategic Partnership Work**

**Standard 5**

The organisation enhances the voluntary and community sector's role as an integral part of local planning and policy-making.



**Minimum requirements: Outputs/activities. The LIO:**

- 5a Plays an active part in the development and operation of relevant strategic partnerships.
- 5b Provides voluntary and community organisations with the information they need to be able to take an active part in strategic partnerships.
- 5c Works with other voluntary and community groups to identify and implement appropriate representation and membership on key local partnerships.
- 5d Helps representatives on partnerships to understand their role and responsibilities.
- 5e Facilitates the exchange of information and views between representatives and a wider constituency.

## **APPENDIX R**

### **SVS Staff Lead Responsibilities**

All staff , unless indicated, have email addresses as their [initial.surname@southamptonvs.org.uk](mailto:initial.surname@southamptonvs.org.uk)

#### **Chief Executive and Company Secretary – Jo Ash** **Through main line T 023 8022 8291**

Overall management responsibility for all aspects of SVS work and accountability to SVS Executive for governance issues. Emergency key holder. Lead areas –  
Strategic level links at national and regional level  
Southampton Partnership and Delivery Board  
Safe City Partnership  
Asylum Seekers, Refugees and New Communities Strategic group  
Housing Partnership  
Communities and Renewal Partnership  
Children and Young Peoples Strategic Partnership  
Children Fund board  
Children and Young Peoples Voluntary Organisations Alliance steering group  
Forums Link chair  
South Neighbourhood partnership link  
Change Up Local Consortium Chair

#### **Deputy Chief Executive – Chris Hammond T 023 8021 6012**

Deputises for Chief Exec in absence. Emergency key holder. Lead areas -  
Change Up consortium and implementation  
Strategic health related work including Health and Wellbeing partnership, public and patient involvement links  
Social enterprise network links  
Special projects/ initiatives  
Team leaders meetings  
NAVCA Quality standards implementation  
East NP link

#### **Voluntary Sector Support Team Development Workers**

##### **Adults – Auran Sood T 023 8021 6013**

Older peoples and Disability Forum  
Later Years partnership  
Learning network  
PQASSO / NAVCA Quality standards  
North NP Link

##### **Health Forums – Rob Kurn T 023 8021 6031**

Mental Health Forum  
Counselling Forum  
Substance Misuse Forum  
HIV network & Positive Voice  
Safe in Sound  
Central NP link

## **APPENDIX R**

### **SVS Staff Lead Responsibilities**

#### **Children and Young People – Phil Lee T 023 8021 6017**

C&YP Vol Orgs Alliance  
Special Needs Play Forum  
Youth Board  
Childrens Fund  
North NP link

#### **Outreach and Small Groups – Louise Evans T 023 8021 6019**

Support to newly forming and small groups  
Forums Link and SP reps support  
Support to breastfeeding network  
NAVCA Quality standards  
West NP link

#### **Community Accountant – vacant pending Change Up future funding clarification T 023 8021 6021**

Support to voluntary organisations on all aspects of financial management.

#### **Human Resources – Lindsay Davies T 023 8021 6020**

Support to external voluntary organisations re all aspects of HR  
Good practice advice and training on HR issues and CRB checks / registrations for sector including SVS role as umbrella body  
Workforce and training needs analysis for voluntary sector  
SVS HR function  
Investors in People re-accreditation

#### **CRB Service / Communications – James Ash T 023 8021 6014**

**Email James.Ash@southamptonvs.org.uk**  
CRB checks processing  
Co-ordination of SVS input to special events – external and internal  
PR and publicity including Powerpoint presentations for AGM and talks etc. .  
VSST duty cover including Funder Finder session and late VAC cover

#### **Volunteering Development Team Leader – Di Bernstein T 023 8021 6015**

Volunteer Co-ordinators group  
Good practice advice around volunteering including CRB checks for volunteers  
Do It implementation  
Volunteer England Quality standard implementation  
Volunteer Information Sessions  
Oversight of Volunteering research for Change Up  
Local Area Agreement Volunteering target and project lead  
Volunteers Certificate scheme  
Central NP link

#### **Volunteering Outreach – Sarah Fawcett T023 8021 6016**

Targeted recruitment campaigns to be determined by VCG to support Change Up and LAA objectives  
Volunteer Information Sessions and outreach events  
Input to Volunteering research

## **APPENDIX R**

### **SVS Staff Lead Responsibilities**

#### **SVS Services**

##### **Street Homeless Prevention Team**

**Mainline for duty worker T 023 8021 6000**

**SHPT leader – Julie Stoop T 023 8021 6038**

Outreach and support to assist people who are street homeless to access accommodation and other services. Also runs a befriending and volunteering project involving homeless people in practical community tasks including helping on an allotment, decorating and gardening and linking them in to training and employment opportunities

##### **Family Projects**

**Mainline for team T 023 8021 6060**

**Team leader – Di Barnes T 023 8021 6040**

Runs community based support groups with crèche facilities for families with children under 8 years with high health or social care needs or living in inadequate housing. Also runs holiday care schemes for older children during school holidays and parenting classes in the city.

##### **Young Carers team leader – Leonie Warnick T023 8021 6032**

Supports children and young people who have care responsibilities within their family through school and community based groups and activities. Offers one of one befriending by volunteer mentors.

##### **MORPH – Simon Parry T 023 8021 6009, Sue Tutton T 023 8021 6004**

Offers support, advocacy and self help groups to (ex) drug users in the city.

##### **Safe In Sound – Rob Kurn T 023 8021 6031**

Drugs and health related outreach to young people through clubs and venues  
Co-ordination of K2 young peoples involvement and information events

##### **Shopmobility – based at 7 Castle Way Southampton**

**Main service line and fax T 023 8063 1263**

**Team leader – recruitment in hand T 023 8023 6003**

Provides manual wheelchairs and electric scooters for people with restricted mobility to use in the city centre. Provides vehicles at special events in the city and an extended hire service. Also offers a sighted guide service for people with visual impairments.

## **APPENDIX S**

### **References**

#### **City of Southampton Strategy**

[www.southampton-partnership.com/strategy\\_pages/city\\_of\\_southampton\\_strategy.htm](http://www.southampton-partnership.com/strategy_pages/city_of_southampton_strategy.htm)

#### **Good Governance: Code for the Voluntary and Community Sector**

[www.governancehub.org.uk/code\\_of\\_governance.html](http://www.governancehub.org.uk/code_of_governance.html)

#### **NAVCA – Five Core Functions of a CVS**

[www.navca.org.uk/localvs/liv/guidance/corefunctions.htm](http://www.navca.org.uk/localvs/liv/guidance/corefunctions.htm)

#### **NAVCA – 5 Performance Standards**

[www.navca.org.uk/services/quality/](http://www.navca.org.uk/services/quality/)

#### **NCVO Third Sector Foresight**

[www.ncvo-vol.org.uk/3sf/](http://www.ncvo-vol.org.uk/3sf/)

#### **PQASSO**

Practical Quality Assurance System for Small Organisations

#### **Southampton Infrastructure Development Plan – June 2006**

Strong Voice, Capable Organisation, Confident Communities – A Plan for Southampton Voluntary & Community Sector future

#### **Volunteering England**

Volunteering England Accreditation