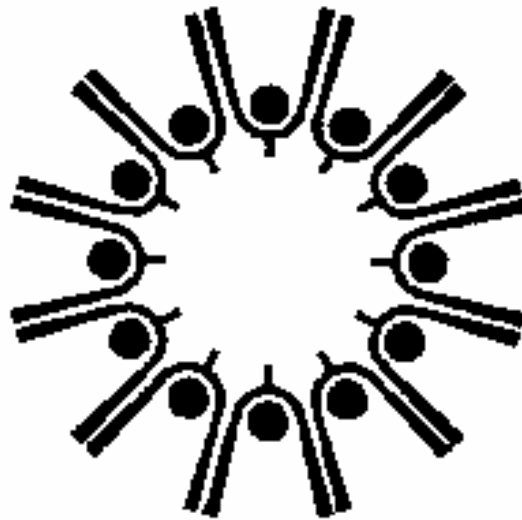


# **Basildon, Billericay & Wickford Council for Voluntary Service**

**Strategic Plan  
2006 – 2009**



**Promoting, developing, facilitating and empowering the voluntary  
and community sector in Basildon District**

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# 1. Basildon District: An Overview<sup>1</sup>

The Basildon District comprises of Billericay and Wickford located to the north and the new town of Basildon located to the south. The north and south are divided by a main arterial road, the A127, which runs east to west, through the middle of the District.

There are notable differences between the north and south of the District. To the north, the towns of Billericay and Wickford have a more affluent population with less people dependent on benefits. There are lower rates of crime, good schools with high rates of educational attainment, fewer health problems, and low rates of unemployment. Housing is mostly privately owned although there are several areas of Council housing and Housing Association properties. However, it should be recognised that there are still areas within Billericay and Wickford that have small pockets of deprivation, e.g. Queens Park.

In Basildon New Town to the south, several areas have been identified as pockets of deprivation through statistical data. These areas experience the highest levels of crime, poorest health, poorest standards of housing and physical environment, lower performing schools and higher unemployment.

The Index of Multiple Deprivation 2004 placed Basildon in the number one spot in the Deprivation Extent ranking system for Essex. This criterion represents the proportion of people living within the most deprived small areas in England, suggesting that Basildon has a high number of people living in relatively small deprivation clusters.

## **Northlands Park (Felmores)**

Northlands Park (Felmores) falls within the Pitsea North West ward. Overall, more than half of this ward falls within the worst 25% ranking of deprivation for the whole of England according to the IMD 2004. Northlands Park is the second most deprived area in the District, second only to the Craylands area of Fryerns. The area has a very high concentration of 0-19 year olds, with 30% of the local population falling into this category. This area also falls in the worst 25% of IMD ranking across all criteria: Employment, Health, Education, Crime & Disorder, Barriers to Housing and the Living Environment.

There is a higher ethnic minority population in the Pitsea North West ward than in any other ward in the District, accounting for 7.8% of the local population. *Source: 2001 Census.*

## **Vange**

Vange suffers one of the highest rates of unemployment across the entire District. Income, Education and Crime push more than 50% of the Vange ward into the worst 25% IMD 2004 ranking nationally.

## **Five Links**

Education and skills are a considerable source of deprivation in the area with 40.2% of the wider ward population having no qualifications. The Five Links area falls into the worst 25% deprivation for England in IMD 2004 ranking across all criteria: Employment, Health, Education, Crime & Disorder, Barriers to Housing and the Living Environment.

## **Craylands**

Fryerns Ward mostly encompasses an industrial estate, but has some household areas. The residential areas alongside Cranes Farm Road suffer poor income, education, employment and health. Areas in and surrounding the Craylands estate are the most deprived sub-ward

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<sup>1</sup> Information taken from Basildon District Council Social Inclusion Strategy 2005 – 2010 2<sup>nd</sup> Draft

area in the District. The Education score for the area places it in the worst 1% of Education and Skill deprivation within England in the IMD 2004.

## **Jobs & Skills**

Throughout the Basildon District, educational attainment at both primary and secondary school level falls below the Essex average. Basic literacy and numeracy levels also fall below the Essex average, with almost one quarter of Basildon's population suffering from poor literacy and numeracy, the 12<sup>th</sup> and 14<sup>th</sup> highest in the region respectively.

Basildon has one of the least well-educated workforces in the country, ranking 398<sup>th</sup> for education and skills out of 408 British local authorities. Basildon is out-performed by all but one of our sub-regional comparators.

Only 14% of Basildon's working population are qualified to NVQ Level 4 and above – one of the lowest proportions in the country, ranking 389<sup>th</sup> (the 3<sup>rd</sup> lowest in the sub-region). Basildon also has low proportions of its workforce qualified to NVQ Level 3 – 11<sup>th</sup> lowest in the region and second lowest in the sub-region. The vast majority of the District's working population, 44 percent, is qualified below the government's minimum standard, below NVQ Level 2. This is the 13<sup>th</sup> highest proportion in the country, 4<sup>th</sup> highest in the region and 2<sup>nd</sup> highest in the sub-region.

## **Crime**

Overall levels of recorded crime in Basildon are slightly less than that of Essex.

## **Health**

16.9% of residents have a limiting long-term illness or disability, which is lower than the national average, deaths due to heart disease and accidents are also below the national score. However, Basildon's infant mortality rate is very high, benchmarked nationally and regionally, ranking second-highest in the sub-region. The proportion of deaths due to cancer are on a par with the national score, but is high for the sub-region. By 2011, the District is expected to show a 39% increase in people aged over 55 years, which will have a significant impact on the health profile of the District.

## **Housing**

Basildon District Council is one of the largest housing authorities in England, outside major cities. Despite this, the need for more affordable housing is a key issue and there are issues with the quality of the local housing stock.

## **Black & Minority Ethnic Communities**

Ethnic minority groups currently account for 3.1% of the population of Basildon, compared to 7.9% for the wider UK population. (*Source: Census 2001*). The percentage of ethnic minority groups is growing in the District. The 1991 Census reflected that ethnic minority groups accounted for 2.2% of the population, meaning that the District has seen a 41% increase over the last ten years. The relatively low proportions of residents from ethnic minority groups give rise to issues of isolation and harassment, along with the provision of services which fail to meet their needs.

There are a total of 100 legal traveller sites for families across the Basildon District, which is more than any other Local Authority in the East of England and 200 illegal pitches. Health and education are the two main issues facing Gypsies and travellers in Basildon today. The two issues are intertwined and are caught in a cycle of difficulties. Literacy is a major issue for the Gypsy and traveller community. Many people from these groups are unable to read or write,

which in turn creates barriers to education and health services. Health inequalities experienced by the Gypsy and traveller community include:

- Low life expectancy
- High infant mortality rate
- High child accident rate
- Poor obstetric health
- Poor dental health
- High incidence of chronic illness
- High incidence of unresolved mental health issues
- High acute admission rate

### **Lone parents**

Basildon District has a higher than average percentage of lone parent households at 10.33%, which is higher than the national figure of 9.63%. On an Essex-wide level, Basildon rates the second highest percentage, with Harlow at 11.14%. Lone parents face a number of issues that could exclude them from their local community - relationship breakdown, domestic violence, housing, benefits and tax credits, finance and debt, childcare and education.

## 2. Who we are:

### 2.1 Introduction

Basildon, Billericay and Wickford Council for Voluntary Service (BBWCVS) is an umbrella organisation that provides advice, information and development support services to voluntary and community organisations based in Basildon District. BBWCVS is an unincorporated registered charity (number 802116) operational since 1989 and is currently based in the Basildon Centre, St Martin's Square, Basildon, Essex. The organisation is affiliated to the National Association of Councils for Voluntary Service (NACVS) and undertakes 5 core functions:

- **Development** – identifying local need, working with others to develop appropriate action and working strategically to benefit the local voluntary & community sector
- **Liaison** – helping to maintain links with a wide range of voluntary and community organisations and promoting cross sector relationships
- **Representation** – enabling the local voluntary and community sector to present its views to statutory and public sector bodies through consultation, networking, fora, seminars and workshops etc
- **Services** – funding information and advice, training, legal, financial, management and constitutional advice and information, meeting space, newsletters and mailings
- **Strategic Partnership** – working with the Local Strategic Partnership, helping to develop the voluntary sector compact, participating in neighbourhood regeneration and working with other statutory bodies at a strategic level

BBWCVS also hosts the Volunteer Centre that provides a volunteer recruitment, placement and support service to residents of Basildon District as well as voluntary and community organisations seeking volunteers.

BBWCVS has over 15 years experience of co-ordinating voluntary action and of representing, developing and supporting the voluntary and community sector in Basildon District. BBWCVS has grown from a minimal staff team to its current position where it employs 14 people – 8 core staff and 6 project staff. (See appendix I)

BBWCVS is governed by its members (voluntary and community groups operating within the Basildon District area), through an elected executive committee. The organisation currently has 120 members, and an executive committee of 16 voting members and two non-voting representatives of local statutory agencies.

BBWCVS has achieved PQASSO<sup>2</sup> Level 2, is working towards Level 3 and MATRIX accreditation. The Volunteer Centre has achieved accreditation from its national body – Volunteering England

### 2.2 Vision, Mission & Values

BBWCVS' vision is of a fair, vibrant and open society that encourages and is supported by voluntary and community action.

BBWCVS' mission is to promote, develop & facilitate a thriving, effective, successful, sustainable and influential voluntary and community sector in Basildon, Billericay & Wickford

BBWCVS work is guided by values that promote equality of opportunity and access, participation, co-operation, partnership and democratic involvement. We promote local voluntary and community action in order to combat poverty and disadvantage, and improve the quality of life for groups, communities and individuals.

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<sup>2</sup> PQASSO is the recognised quality standard for the voluntary and community sector

### **2.3 Purpose and duration of the strategic plan**

BBWCVS has expanded and developed its service considerably over the last 3 years. BBWCVS undertakes an annual strategic review of its work in order to ensure a clear sense of direction for the organisation and the continued development of effective and relevant services to Basildon District's voluntary and community sector. BBWCVS' strategic plan is a working document and will continue to be reviewed annually and adapted to meet emerging issues and needs in the voluntary and community sector in Basildon District.

### **3. Achievements to date: March 2006**

#### **3.1 Development:**

##### **3.1.1 Research & Identifying Need;**

BBWCVS aims to undertake at least one piece of sector based relevant research each year.

- § In 2002, with Home Office funding, we carried out a major piece of research into the nature and value of Basildon District's voluntary and community sector – this culminated in the production of the report 'Valuing the Voluntary Sector in Basildon District.
- § In 2003 BBWCVS undertook an extensive Training Needs Analysis of the voluntary and community sector and this has formed the basis of an improved and enlarged training programme including the development of accredited training, closer links with the Adult Community College, provision of Action Learning Sets and the development of a mentoring scheme
- § In 2003, with Big Lottery funding, research was also carried out in to the need for a voluntary and community sector resource centre. This has led to the development of a feasibility study and a business plan. The need for a resource centre for the sector remains a high priority and is enshrined in the Basildon District Compact Premises Code. To date however, we have still been unable to secure premises or land for the development of a resource centre.
- § During 2003/4 research was carried out by BBWCVS' Finance officer into the financial management & services needs of the voluntary and community sector. This has led to the development of a Community Accountancy Project in Basildon District.
- § During 2004, BBWCVS' Director undertook research into the voluntary and community sector's level of engagement and experiences partnership working. This research has identified the level and extent of voluntary and community sector engagement in partnership working and some of the obstacles to the effective engagement of the sector. The research has been used to improve and develop BBWCVS' services relating to the support and facilitation of voluntary and community sector engagement in partnership working through the development of Networks & Fora and through lobbying for increased representation on Basildon District's Local Strategic Partnership
- § During 2005, BBWCVS secured funding from GO East to undertake a significant piece of research into the ICT needs of the voluntary and community sector throughout Essex. This research was carried out on behalf of the Essex, Southend & Thurrock Infrastructure Consortium (ESTIC) and culminated in the development of an ICT Circuit Riders project proposal. BBWCVS continues to seek funding to take this proposal forward.

##### **3.1.2 New Initiatives:**

- § BBWCVS has continued to work in partnership with Eastgate Shopping Centre and the PAVIS Foundation to develop the Onsite project<sup>3</sup>. During 2005, BBWCVS secured an additional 3 years funding from the Big Lottery to continue the Onsite project and to expand it to deliver an Onsite at Home service – providing volunteers to support people with visual impairment in their own homes.
- § BBWCVS has continued to work towards the development of a Voluntary and Community Sector Resource Centre in Basildon District. A business case has been produced and we are seeking to have the resource included as part of the Basildon Town Centre re-development.

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<sup>3</sup> Onsite is a project based in the Volunteer Bureau that recruits volunteers in order to provide a guided shopping service for visually impaired shoppers.

- § As well as the Voluntary Sector Forum, Health & Social Care Network and Children Young People & Families Network BBWCVS has developed and supported 2 new Fora – The Arts & Culture Forum and the Volunteers Forum.
- § BBWCVS has continued to support Patient & Public Involvement in Health Fora for the Basildon PCT, Basildon & Thurrock NHS Trust, Billericay, Brentwood & Wickford & Thurrock PCT areas. In 2005, BBWCVS was contracted for a further year by CPPIH to continue to deliver this service.
- § BBWCVS has continued to develop and deliver a Community Accountancy Service to voluntary and community organisations in the Basildon District area. As well as generalist advice the Community Accountancy project provides a payroll service and End of Year Examinations for small groups.
- § BBWCVS is in the process of developing an HR and Personnel advice service providing an in-house consultancy service on employment and staff management good practice.
- § Two BBWCVS staff members have secured IAG qualifications and now provide an advice, information & guidance service to volunteers and staff within the voluntary and community sector.

### **3.1.2 Liaison:**

BBWCVS promotes cross sector working in a variety of different ways including;

- § Distributing policy documents, strategic papers and consultation documents on behalf of national, regional and local statutory agencies. These agencies include GO East, the Strategic health Authority, Essex County Council, Basildon District Council, Rural Community Council, both Primary Care Trusts, the ODPM and the Home Office.
- § Organising community lunches that bring together funders, voluntary, community and statutory workers to share ideas and experience around common issues and needs.
- § Organising & supporting consultation events such as transport issues in the District, BME access to open spaces, PCT plans for health multi-centres, Basildon District Council's social inclusion strategy etc.
- § Providing contact details and labels to statutory agencies thereby facilitating their ability to consult with a wide range of relevant voluntary and community groups.
- § Production of an up to date directory listing organisations and agencies working with children, young people and their families.
- § BBWCVS' networks & fora have provided a number of statutory sector agencies an opportunity to consult directly with front line voluntary and community organisations e.g. on Basildon District Council's social inclusion strategy, Local Area Agreements, PCT re-configuration, the work of the Local Strategic partnership etc.

### **3.1.3 Representation:**

- § BBWCVS has continued respond to national, regional and local consultations on behalf of voluntary and community organisations after consultation with them e.g. response to Compact Plus proposals.
- § BBWCVS continues to sit on a number of committees and attend local, regional & national meetings on behalf of the voluntary and community sector e.g. South Essex Vulnerable Adult Committee.

### **3.1.4 Services:**

BBWCVS provides a range of support and development services to voluntary and community groups operating in the Basildon District area. These include:

## § Advice & Information;

Advice and information are provided in a number of different formats.

- **Telephone enquiries and personal callers:** these can be of a generalist nature, signposting to other organisations or agencies, providing contact details, passing on leaflets or other information materials or more specific asking for advice or information about the running or establishment of a voluntary or community organisation, asking about training opportunities or finding out about funding sources etc.
- **Database searches:** BBWCVS is often asked whether a specific group or service exists or for the contact details of a specific group(s). BBWCVS undertakes database searches and passes on this information. We also provide pre-printed address labels where organisations or agencies wish to undertake a mail shot.
- **Mailings:** at least 4 times a year BBWCVS organises and sends out a mailing to all of its members and supporters. These mailings can advertise BBWCVS planned activities as well as the activities/events organised by our members and other voluntary, community or statutory organisations. BBWCVS also undertakes one off mailings on request.
- **Newsletter:** 4 newsletters a year are produced by BBWCVS. They contain information on BBWCVS activities, other events and activities, information on funding and training opportunities, consultation events, national, regional and local initiatives and developments and an opportunity for a member organisation to highlight and promote its work. Newsletters are distributed to members and supporters.

## § Organisational Development;

- BBWCVS maintains a library of books, magazines, videos, CD Roms and information packs detailing up to date information and good practice available to voluntary and community groups. Funding from the learning and Skills Council in 2005 has enabled BBWCVS to expand and improve its library considerably.
- BBWCVS' Organisational Development & Funding Advice Officer assists new, emerging and established voluntary and community groups to establish, improve and develop their group operation ensuring best practice wherever practicable. The Organisation Development & Funding Advice Officer provides legal, constitutional, employment and fundraising advice, information and support.
- BBWCVS continues to promote the PQASSO quality standard and works with a range of organisations to implement PQASSO within their organisations. BBWCVS itself has achieved PQASSO level 2 and is working towards level 3.
- BBWCVS' Community Accountancy Project Co-ordinator, as well as providing a payroll and End of Year Examination service, works with individual organisations and groups to ensure that sound financial management policies, procedures and practices are in place

## § Training;

- BBWCVS employs a Training & Capacity Building Officer who delivers a regular programme of training in line with the sector wide training needs analysis undertaken on an annual basis. The Training and Capacity Building Officer is currently working with Basildon Adult Community College and other training providers in order to develop an accredited training programme for voluntary sector workers & volunteers.

## § Funding Advice;

- BBWCVS continues to offer access to Funder Finder, a database of Charitable Trusts, and to a wide range of paper based funding directories and guides to fundraising covering Charitable trusts as well as corporate sponsorship.

- One to one sessions are held between BBWCVS' Organisational Development & Funding Advice Officer and voluntary and community groups seeking funding, at these sessions potential funders and funding sources are identified and groups advised and assisted in the writing of their funding bids.
- Community Lunches are organised where funders are available to make presentations to local voluntary and community organisations on their particular funding streams and requirements. BBWCVS also provides training in fundraising skills and good practice.

### **§ Recruitment, Placement & Support of Volunteers;**

- BBWCVS' Volunteer Centre provides a comprehensive service that maintains a database of voluntary opportunities throughout the Basildon District, promotes those opportunities, recruits and places volunteers.
- The Volunteer Centre also supports volunteers and promotes their contribution through organising social events, awards and promotional events e.g. the United Nations International Volunteers Day in December and National Celebrating Volunteers week in June and the production of a bi-annual newsletter circulated to all registered volunteers.
- The Volunteer Centre also works with voluntary and statutory agencies to adopt good practice and to develop volunteering policies and procedures.
- The Volunteer Centre hosts volunteering projects e.g. the Onsite project, organises the Volunteering Forum and organises and facilitates volunteering good practice training and workshops.

### **3.1.5 Strategic Partnership:**

BBWCVS continues to play a key role in the development, support and participation in a range of strategic partnerships.

- § BBWCVS is the voluntary and community sector representative on the Local Strategic Partnership's Executive Group and a number of its thematic groups. BBWCVS promotes voluntary and community sector representation at every level of the LSP and provides support to voluntary and community sector representatives on the Local Strategic Partnership Board and on the Local Strategic Partnership Thematic Groups.
- § BBWCVS sits on the Children & Young People's Strategic Partnership
- § The Compact was launched in 2003 and, since then, BBWCVS has played a key role in continuing to develop the voluntary sector Compact. BBWCVS' Director is the Chair of the Compact Development Group and has worked with other members of the group to secure funding, develop an arbitration/dispute resolution code and to organise workshops and events to further develop the Compact and to celebrate its successes and achievements. A secondment from Essex County Council at the end of 2005.beginning of 2006 has meant that the Compact development Group has a dedicated worker to take Compact forward in Basildon District. BBWCVS also represents the Compact development group on the Local Compact Developers Network hosted by the compact Secretariat based at NCVO.<sup>4</sup>
- § BBWCVS sits on the Executive Committee of both Primary Care Trusts and a number of sub-groups
- § BBWCVS is represented on the Thames Gateway South Essex Partnership's Social Regeneration Forum
- § BBWCVS represents Essex' voluntary sector on the Learning & Skills Council Essex Executive Committee
- § BBWCVS represents the voluntary and community sector on the Strategic Funders Network – looking at funding issues across the district.

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<sup>4</sup> National Council of Voluntary Organisations

§ BBWCVS is also represented on a number of voluntary sector strategic partnership bodies including Essex Association of Council's for Voluntary Service (EACVS), Thames Gateway CVS Network, Essex Southend & Thurrock Infrastructure Consortium.

### **3.2 Internal Achievements**

BBWCVS has;

- § achieved PQASSO level 2 and is working towards level 3
- § strengthened its financial management procedures, increased its overall level of funding and developed a funding strategy
- § undertaken an Health & Safety Risk Assessment, Fire Risk Assessment and an organisational Risk Assessment in line with its legal obligations
- § instigated a rolling programme of reviewing organisational policies and procedures
- § continued a rolling programme of ICT replacement, updating & upgrading. This has included networking BBWCVS' offices
- § moved to a team based internal organisational structure

### **3.3 BBWCVS' Unique Selling Point**

- Only organisation offering this service for free
- Locally based – easily accessed, local knowledge and experience
- Range of services provided and coverage
- Independence
- Large contact base of voluntary and statutory groups, access to and ability to work with diverse communities/organisations
- Solid background of partnership working across three sectors (voluntary, community & statutory)
- Range of skills and backgrounds within team, flexible style of delivery, range of services on offer.
- Fora & networks providing a voice
- Centre of expertise/Good Practice

## 4. Reviewing BBWCVS & Its Operating Environment

### 4.1 BBWCVS' Strengths

- Highly skilled and knowledgeable staff, volunteers and Executive Committee
- High levels of commitment, dedication and flexibility
- Excellent team working & ability to build good relationships
- Range of skills/services within organisation & on offer to sector
- Professionalism of organisation and high quality of work
- Pro-active in accessing funding
- Commitment to personal and professional development of staff & Executive Committee
- PQASSO level 2 achieved; Volunteer Centre accreditation secured
- Credibility with voluntary and community sector as well as with the statutory sector
- Proactive in developing the sector and developing new initiatives, innovative
- Volunteer centre shop front position to take advantage of passing trade
- Services open to everyone, non-judgemental
- Strong need in the District
- Improved monitoring, evaluation and review of services.

### 4.2 BBWCVS' Weaknesses

- Premises - lack of office space for expansion
- Fragmentation (split site)
- Uncertain future - funding
- Expectations of CVS (to do everything) – lack of time, need to prioritise & not be 'distracted'
- Low profile with public and wider voluntary & community sector – lack of marketing & PR
- Use of ICT/website
- Staff turnover, lack of back-up to cover staff change – 'no slack'
- Staff (capacity) to do new work, part-time services
- Failure to use volunteers effectively
- Difficult to providing evidence of positive change

(As we become more successful demands on us increase therefore putting more pressure on us)

### 4.3 External Opportunities

- Government imposed changes causing original thinking (giving us the opportunity to think about new projects and new ways of working) e.g. Change Up/Capacity Builders, social enterprise, Local Area Agreements etc
- Government imposed changes to statutory bodies emphasising their need for active engagement with the voluntary sector (Public Service Delivery agenda, procurement etc)
- Funding streams – Big Lottery, commercial sponsorship, income generation, Thames Gateway (liC)
- Resource centre
- Partnership working with LA & other statutory partners
- Technology – ICT/web, Do-It
- Increasing BME community
- Thames Gateway/Olympics
- Outreach work in Billericay and Wickford – raising profile.
- International Baccalaureate
- International Year of the Volunteer; National Volunteers Week

- Recruiting volunteers with expertise

#### **4.4 External Threats**

- Funding – decreasing/not accessing it, competition
- Policy changes locally/nationally, more initiatives (Government)
- PCT re-configuration
- Attitudes towards the voluntary and community sector
- National & Regional voluntary sector bodies agenda

## **5. BBWCVS Strategic Direction 2006 – 2009**

BBWCVS' strategy for this period is one of consolidation and some focussed and controlled growth. BBWCVS is in a unique position of being the only independent voluntary sector infrastructure development and support body operating in and across Basildon District. Research undertaken by BBWCVS in 2002 (and to be re-visited during 2006) shows that the majority of voluntary and community organisations within Basildon District are small (less than 5 members of staff), local, under-funded and reliant on volunteers for their effective operation. The major problems that voluntary and community groups report facing are a lack of funding, difficulty in recruiting sufficient volunteers, inability to recruit suitably skilled staff and committee members and a lack of suitable, accessible and affordable premises. It is these issues that BBWCVS will concentrate its efforts and resources on addressing over the next 3 years.

### **5.1 Strategic Aims**

BBWCVS' mission is to promote, develop & facilitate a thriving, effective, successful, sustainable and influential voluntary and community sector in Basildon, Billericay & Wickford. To this end, and in order to overcome the problems faced by the sector detailed above, the following strategic aims:

- Ensure that BBWCVS is a well managed, accessible and accountable organisation
- Improve and increase the effectiveness and sustainability of Basildon District's voluntary and community sector
- Encourage, facilitate and support thriving, innovative voluntary and community action throughout Basildon District

#### **5.1.1 Ensure that BBWCVS is a well managed, accessible and accountable organisation**

##### **Specific aims;**

- Maintain and increase funding levels in order to develop and expand BBWCVS' core functions
- Improve internal governance
- Increase publicity and promotion of BBWCVS and its services
- Increase accessibility to BBWCVS' services
- Improve monitoring, evaluation and consultative processes

##### **Objectives;**

##### **Secure adequate levels of funding in order to undertake BBWCVS' core functions**

- Undertake an annual review of BBWCVS' strategic plan & funding strategy (January/February)
- Maintain 3 year service level agreements for BBWCVS' core work with Basildon District Council, Basildon Primary Care Trust, Billericay, Brentwood & Wickford Primary Care Trust and Essex County Council (2006/7)
- Implement a funding strategy and secure additional funding to support core & project work (2006/7)

##### **Improve internal governance**

- Achieve PQASSO level 3 by end of March 2006
- Review the Organisational Risk Assessment, Health & Safety Risk Assessment & Fire Risk Assessment annually (April/May)

- Ensure effective induction for new Executive Committee members, provide access to ongoing Board training and development to all members of BBWCVS Executive Committee.
- Maintain the Finance sub-group and Personnel, Policy & Performance sub-group.
- Maintain a rolling programme of policy and procedure reviews

### **Increase publicity and promotion of BBWCVS and its services**

- Develop a PR & Marketing strategy for BBWCVS (September 06)
- Refine & maintain BBWCVS' corporate style for all CVS and Volunteer Centre literature
- Produce & maintain up to date information materials on the work and specific services offered by BBWCVS which is accessible, recognises and reflects diversity and targets people/groups who do not currently use BBWCVS' services (September 06)
- Hold/participate in 6 publicity events per year (CVS & Volunteer Centre)
- Produce 4 high quality newsletters per year & 8 additional mailings (monthly)

### **Increase accessibility to BBWCVS' services**

- Undertake community development and outreach work in Billericay, Wickford and in key neighbourhoods (6 outreach 'surgeries' per year)

### **Improve monitoring, evaluation and consultative processes**

- Identify service area targets for all areas of BBWCVS operation (April)
- Establish and implement effective monitoring and data collection systems across all areas of BBWCVS work (April)
- Produce quarterly evaluation reports on outputs & outcomes (July, October, December, March)
- Produce an Annual Report showing achievements against targets & impact of work undertaken (June)
- Expand and develop voluntary and community sector database
- Hold at least one consultative event with BBWCVS members – seeking member approval of strategic aims, outputs and specific activities (June)
- Undertake wider research as a basis for continuous and ongoing development (annual)

## **5.1.2 Improve and increase the effectiveness and sustainability of Basildon District's voluntary and community sector**

### **Specific aims;**

- Secure & develop a voluntary and community sector resource centre (March 07)
- Increase and strengthen the funding base of Basildon District's voluntary and community sector
- Improve the governance, management and accountability of Basildon District's voluntary and community sector
- Increase the confidence and skills base of Basildon District's voluntary and community sector
- Enable Basildon District's voluntary and community sector to work collectively around common issues and to provide a collective voice on policy and strategic issues affecting them

### **Objectives;**

#### **Develop a voluntary and community sector resource centre**

- Identify potential land/buildings for development (2006)
- Establish/maintain a project management/steering group (2006)
- Identify funders and submit appropriate funding bids for construction/refurbishment (2006)
- Construction/refurbishment undertaken 2006/7

### **Increase and strengthen the funding base of Basildon District's voluntary and community sector**

- Continue to provide a one to one funding advice service including access to Funder Finder (50 groups assisted)
- Organise an annual Funding Fair (September)
- Place regular articles, features, information on funding in BBWCVS' newsletter and on BBWCVS' website (March, June, September, January)
- Organise 2 talks, seminars, funding workshops annually
- Produce 1 up to date funding/fundraising good practice information sheets and pack annually
- Undertake 2 outreach funding surgeries in Billericay, Wickford and specific neighbourhoods annually
- Monitor, evaluate & review funding advice services (April/May, July/August, October/November, January/February)

### **Improve the governance, management and accountability of Basildon District's voluntary and community sector**

- Continue to provide a one to one consultancy, advice and information service on organisational development, management & governance issues (50 groups assisted)
- Develop & deliver a HR & Personnel information service (15 organisations assisted)
- Continue to provide a Community Accountancy service (25 groups general advice, 12 groups specific accountancy services)
- Continue to promote the adoption & implementation of quality standards (20 groups assisted to achieve PQASSO level 1/2)
- Monitor, evaluate & review organisational development, financial management & quality standard services (April/May, July/August, October/November, January/February)

### **Increase the confidence and skills base of Basildon District's voluntary and community sector**

- Undertake an annual sector wide training needs analysis (April/May)
- Continue to publicise, promote & provide affordable, high quality training to voluntary & community organisations (12 workshops, 180 organisations benefiting)
- Develop and promote an OCN accredited training program in conjunction with other partners, covering areas of personal & professional development, organisational development, management, volunteering, fundraising, good practice policies etc. (2006)
- Develop & deliver a mentoring scheme for workers/volunteers in small & emerging voluntary & community organisations (6 workers/volunteers mentored)
- Develop and deliver an in-house consultancy service to voluntary and community organisations (6 in-house consultancies undertaken annually)
- Secure funding for an ICT Circuit Riders project in order to build the voluntary and community sector's capacity to effectively use ICT (September)
- Monitor, evaluate & review training & capacity building services (April/May, July/August, October/November, January/February)

**To enable Basildon District's voluntary and community sector to work collectively around common issues and to provide a collective voice on policy and strategic issues affecting them**

- Continue to publicise, promote and disseminate information on strategic & policy initiatives (6 policy papers per year)
- Undertake 1 piece of research relevant to the voluntary and community sector annually
- Continue to support and facilitate networks & fora (4/5 fora supported)
- Develop new/additional fora/networks as appropriate (annual audit – September)
- Undertake/facilitate 4 consultation events annually
- Organise an annual voluntary & community sector conference
- Support voluntary and community sector representation on strategic partnership bodies
- Produce and disseminate 1 good practice guide on a range of relevant issues annually
- Continue to represent the voluntary and community sector on a range of statutory sector & partnership bodies
- Continue to promote & develop the voluntary sector compact
- Monitor, evaluate & review networking & partnership work (April/May, July/August, October/November, January/February)

**5.1.3 Encourage, facilitate and support thriving, innovative voluntary and community action throughout Basildon District**

**Specific aims;**

- Increase voluntary & community activity in Basildon District
- Expand voluntary opportunities for all Basildon District residents
- Improve good practice in volunteering

**Objectives;**

**Increase voluntary & community activity in Basildon District**

- Continue to provide recruitment and placement service (20 volunteers per month)
- Improve and develop the volunteers database (updated monthly)
- Promote volunteering and voluntary opportunities through press releases, leaflets, posters, talks and exhibitions (weekly press releases, 6 events per year)
- Provide a drop in service (once per week)
- Organise and undertake a series of events (10 per year)
- Organise 4 outreach sessions in Billericay and Wickford annually
- Increase contact with excluded sections of society (50 traditionally excluded volunteers recruited & placed per year)

**Expand voluntary opportunities for all Basildon District residents**

- Work with 6 voluntary organisations to create stimulating and interesting opportunities per year
- Improve and develop the database of voluntary opportunities (updated monthly)
- Continue to develop the Onsite project
- Identify and develop new volunteering projects

**Improve good practice in volunteering**

- Produce 2 newsletters per year for volunteers.
- Monitor volunteer placements (12 visits per year and annual survey)

- Produce, up to date good practice information sheets and packs and distribute (April/May 06)
- Hold one disability/diversity events
- Develop and run a Volunteer Managers' Network (May 06)
- Organise and run training courses, workshops and seminars on good practice issues for volunteers and organisations placing volunteers (6 per year)

## 6. Financing the Plan

BBWCVS currently receives funding from a range of sources including:

### Core Funding:

- Big Lottery – ends December 2006
- Essex County Council – 3 year service level agreement – 2006-2009 TBC
- Basildon District Council – 3 year service level agreement – ends 2006
- Basildon PCT – 3 year service level agreement – ends ?
- Billericay, Brentwood & Wickford PCT – 3 year service level agreement – ends 2007

### Project Funding:

- Big Lottery (Onsight Project)X 2 – ends 2008
- Lloyds TSB (Voluntary Sector Forum) – ends 2007
- CPPIH (PPI project) – ends 2006
- Essex Community Foundation – ends 2008
- Learning & Skills Council (Training Project) – ends 2006
- Children's Fund Essex (Children, Young People & Families Forum) – ends 2006

BBWCVS also successfully secures sponsorship from local businesses for one off events.

BBWCVS also receives funding in kind from Basildon District Council in the form of office space, heat, light, cleaning and telephones and from the Eastgate Shopping Centre in the form of a shop unit which houses the Onsight project, Volunteer Centre and the PPI project.

### Income Generation:

BBWCVS generates income from consultancy services, membership fees, charges for training, photocopying etc and Management fees.

BBWCVS operates a full cost recovery approach when costing projects and applying for funding.

## 6.1 Funding Strategy

BBWCVS will seek to maintain and increase its core funding from Essex County Council, Basildon District Council and the two PCT's and will also seek to negotiate 3 year service level agreements with all of its statutory partners.

BBWCVS will also seek core and project funding from major Charitable Trusts and governmental sources including:

- Big Lottery
- Esme Fairbairn Trust
- Nationwide Foundation
- Lankelly Foundation
- Go East
- Essex Community Foundation
- Anglia Water
- And other smaller, local Essex based Charitable Trusts

BBWCVS annually reviews its charges to members for membership and access to services to see whether any increased income is available through self-generation. In 2005 it was agreed

to increase some of our charges and to introduce a sliding scale. It has been agreed to hold the current charges at this level during 2006. It is anticipated that both the training work undertaken by BBWCVS and the community accountancy project will contribute significantly to the organisation's finances. The Community Accountancy Project is expected to be entirely self-financing and generating a surplus to be re-invested in BBWCVS' work with the voluntary and community sector by 2007.

Increasingly BBWCVS is asked for bids to undertake pieces of consultancy work and charges are made for this. This is becoming an increasingly important source of funding for the organisation.

BBWCVS will also continue to develop the corporate support that it receives from key local companies e.g. Fords – sponsoring BBWCVS newsletter, publicity and promotional materials and Eastgate Centre, First Bus, Ford, Visteon, Vopak, Holmes Pearman and Essex Police sponsoring VB events.

BBWCVS has moved to a full cost recovery approach (based on ACEVO's<sup>5</sup> model) and all new projects and funding submissions will have an element for core costs built in to their budget.

## **6.2 Budgets**

The following pages set out

- budgets for the next 3 years based on current staffing structure and activities
- budget showing BBWCVS' core costs.
- cash flow forecast for the period 2006/7

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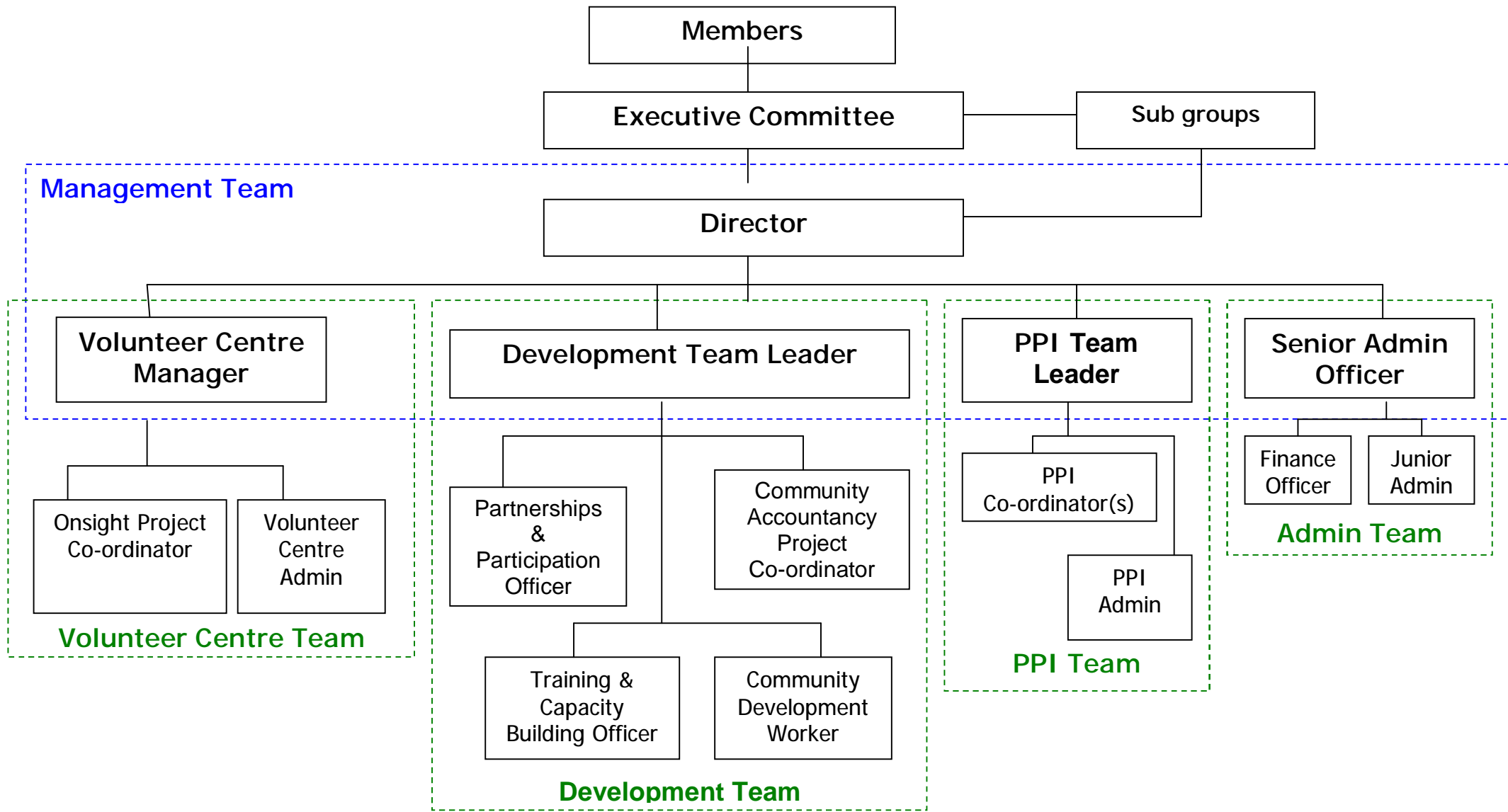
<sup>5</sup> Association of Chief Executives of Voluntary Organisations

## 6.2.1 Estimated Income & Expenditure 2006 – 2009

## 6.2.2 BBWCVS Core Costs 2006 - 2009

## 6.2.4 Cash flow forecast 2006 - 2007

# Appendix I: Current staff structure 2006



## Appendix III: Organisational profile

### BBWCVS Executive Committee:

**Chairperson: Jenny Dowsett** has been Chair of BBWCVS since 2001. She is Assistant Director of Hamelin Trust and has worked in the Health and Social Care field for 33 years. Jenny has served on BBWCVS Committee since 2000.

**Vice Chair: John Robb**

**Treasurer: Gerry Ryan** – elected at the 2002 AGM. Gerry has an honours degree in Business Studies from Trinity College, Dublin, and is a qualified accountant (Fellow of the Chartered Institute of Management Accountants). He has extensive experience in senior positions in a range of privately owned businesses and in subsidiaries of quoted companies. He has recently taken up a position as Financial Controller in a voluntary sector organisation, based in north London. As well as his accountancy skills Gerry brings with him hands on experience of strategic business planning and staff management.

### Committee Members:

- **Dot Avis** has been a member of BBWCVS' Committee for 3 years. She is employed as Deputy Manager by Basildon CAB. Dot's role in the CAB means that she has developed specific expertise in the fields of employment legislation, equal opportunities and health & safety as well as staff and volunteer management.
- **David Ayres** was elected on to BBWCVS' Committee at the 2002 AGM. He is employed by Age Concern
- **Stella Calkin** has been on BBWCVS' Committee since it was started (1989) and she has served 2 terms as Vice Chair. Stella is now in her third term as Chair of the Trustee Board of the Basildon CAB, having joined them in the 1960's as an advisor. Stella has also been Secretary to the council of the Kingswood Community Association for 5 years. Stella brings an extensive range of management skills, policy expertise and public relations. In particular, Stella is heavily involved in the production of BBWCVS' newsletter.
- **Amy Dowd** was elected on to BBWCVS' Committee in 1999. Amy has been involved with Pathfinders for 12 plus years and has been their Treasurer for 8 years. She is a leading member of the PAVIS Foundation, Vice Chair of Visage and a Director of Shopmobility.
- **Brother Sarwar** has been is a leading member of the Islamic Community in Basildon and has been involved in establishing and running the Islamic Centre for the past 25 years. Brother Sarwar replaced his wife on BBWCVS' committee in 2002. Brother Sarwar brings with him specific skills in meeting management and staff and volunteer supervision.
- **Don Sydney** was elected on to BBWCVS' Committee in 1995. He organises and runs the Thames Gateway African Caribbean Council is a Director of Age Concern and Thurrock CVS. Don has been active in the voluntary and community sector for 8 years and comes from a health & social care background. Don has a Postgraduate Diploma in Industrial Relations and Personnel Management.
- **Paul Nagle**
- **Ruth Juet**
- **Sister Safina**
- **Angie Chaill**
- **Carole Houghton**

- **Hilary Donaghue**

BBWCVS' Committee also includes 2 non-voting members Norman Redican representing Basildon District Council and Duncan Taylor representing Essex County Council.

### **CVS Staff:**

**Director: Lorna Wallace** has over 20 years working in the voluntary and community sector in Coventry, Cardiff and London. She took up post at BBWCVS in 2002. She has worked mainly in the fields of organisational development, community development, regeneration, training & capacity building and fundraising. She holds a Professional Certificate in Voluntary Sector Management and is currently (2003) studying for a MSc in Development Management (completion date April 2004).

**Organisational Development & Funding Advice Officer/Development Team Leader: Sharon Tillbrook**

**Partnership & Participation Officer: Celia Clark**

**Training & Capacity Building Officer: Pam McCarthy** has worked in the voluntary sector for 10 years - the last year being with BBWCVS. Previous to this Pam worked with Essex County Council organising Youth Work Training Schemes for young people. Pam's role in the voluntary sector has involved facilitating all types of training benefiting volunteers, paid staff and Trustees.

**Community Accountancy Project Co-ordinator: Dennis Warren**

**Community Development Worker: Artak Poghosyan** has worked as the Marketing Manager at the Vahakni Community in Yerevan Armenia since 2002 after receiving his MS degree from Texas A&M University. At the same time he has been studying for PhD in Economics at the Economics Research Institute in Armenia. He completed his programme and moved to Basildon, UK in June 2005 and has been actively involved with local community Partnership Board as a volunteering resident.

**Senior Administrator: Vacant**

**Junior Administrator: Vacant**

**Finance Administrator: Vacant**

**PPI Team leader & Co-ordinator: Peggy Lane** has a public sector background. She has gained 11 years patient and public involvement in health experience whilst working with the Basildon, Brentwood and Thurrock Community Health Council. Her experience within the private sector includes work in customer service and communication

**PPI Co-ordinator:Zelda Jeffers** is a nurse and midwife(not practicing) and has a degree in health and development studies. As well as working in the NHS in Britain she has worked in Nicaragua with children at risk and poor rural communities and in the Brazilian Amazon training indigenous health workers.

**PPI Administrator: Wendy Gannon**

**PPI ICT Administrator: James Lane**

## **Volunteer Centre Staff:**

**Volunteer Centre Manager: Deborah Webb** has a background in fundraising and managing volunteers, with five years in post at BB&WCVS

**Onsight Project Worker: Sharon Chan** joined BBWCVS in 2002. Sharon has a background in nursing.

**Volunteer Centre Administrator: Faye Kadesh** came straight from full time education into volunteering at the volunteer bureau for 21 months when she secured her current position as volunteer bureau administrator. Whilst in full time education Faye was involved in helping out at local charities.

## **Volunteers:**

**Nick Salmon** has been with BBWCVS for fifteen months, he has provided valuable administrative work for the CVS and for the volunteer bureau, also supporting the Onsight project one day a week, recently he has commenced working for the Salvation Army with their luncheon club for the elderly once a week.

**Isaac Ajaewole** joined the VB in November he is from Nigeria and has been living in England for eight months, he is a qualified Accountant and is now a treasurer for a local group.