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Deadlines for next issues of *Circulation* are:

April/May 2006		June/July 2006	
Articles	17 March	Articles	11 May
Inserts	27 March	Inserts	22 May

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Feedback

We welcome comments or queries on the content and format of *Circulation*.

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Circulation is also available on our website (members and associates only) at:

www.nacvs.org.uk/members/restrict/circulations

Insert service

Whether your organisation is voluntary or statutory, you can include inserts with *Circulation* or with mailouts between issues of *Circulation*. Our last *Members' survey* indicated that CVS across England are in contact with over 140,000 local voluntary and community organisations, so your information can be picked up on and news of it spread far and wide. For each issue, we take up to 12 inserts from outside organisations. If you would like to find out more, please contact **Jane O'Connell** as above.

Supporting LGBT organisations

David Farrington provides background and news of recent developments at the Consortium of lesbian, gay, bisexual and transgender voluntary and community organisations.

Many lesbian, gay, bisexual and transgender (LGBT) voluntary and community organisations have developed in response to poor experiences of mainstream services and support. They range from housing and health service providers to helplines and self-help groups. There are also a number of community forums seeking to ensure that the voices of lesbians, gay men, bisexuals and transgender individuals are heard at local level. Although diverse and often innovative, the sector has historically been marginalised, under-funded and disparate. Many groups are entirely run and operated by volunteers. Existing voluntary sector infrastructure organisations have often failed to provide support for, or acknowledge, LGBT projects.

A bit of history

The Consortium was set up in 1998 by a group of lesbian, gay and bisexual voluntary organisations to address these gaps; and to support and nurture the development of the sector. In 2003, the membership approved the expansion of the role of the Consortium to include the growing number of transgender voluntary and community organisations.

The Consortium's primary aim is to build the capacity of the LGBT voluntary and community sector (VCS) – helping groups, projects and organisations that support the

diverse needs of our community, to continue to grow and function. The Consortium does this in four ways:

- **Shout** – giving voice to the range and breadth of LGBT voluntary and community organisations – polling for opinions, feeding back to agencies and co-ordinating consultation.
- **Support** – providing a range of services such as training, information, guidance, resources and tools.
- **Share** – acting as the conduit for exchanging resources, information, experience and best practice amongst the LGBT VCS. This includes events to share information and directory/database resources.
- **Save/store** – a repository and research store for relevant information, data and research that aids the development of the LGBT community.

The Consortium is governed by an elected Board, drawn from our membership to ensure that the needs of LGBT groups remain at the heart of the Consortium's plans and developments. The Board strives to ensure that it reflects the diversity of LGBT groups and communities.

National growth

In 1998, the Consortium received funding from the Home Office Active Community

Unit. This enabled the Consortium to employ a part-time Co-ordinator and embark on a programme of work that prioritised consultation and building membership. To date, the Consortium now has a national membership of around 450 lesbian, gay, bisexual and transgender projects.

In 1999 the Consortium submitted a successful application to the Community Fund to substantially increase the organisation's work in England. This enabled the Consortium to employ a team of three Regional Development Officers and an Administrator.

In 2003 the Consortium secured funds from the Association of London Government and Comic Relief to run a three-year LGB Youth Inclusion project across London. Further success was achieved in 2004 with a grant from the Baring Foundation to progress the work of the national network of individuals and organisations working with LGBT young people, co-ordinated by the Consortium; with funding from the Lloyds TSB Foundation for a Membership and Information post.

Activities carried out by staff have included a series of national conferences, a national survey of over 200 LGB organisations, a regular membership newsletter and funding bulletin, a weekly emailing on sector news and the production of the *Directory of Lesbian, Gay, Bisexual & Transgender Organisations*. Staff have also provided:

- targeted one-to-one support for member organisations
- development and support for a range of local, regional and national networks between members
- links and support for the broader VCS infrastructure to enhance links with LGB groups and communities.

New developments

Excitingly, the Consortium has received funds for a radical new national project that builds the capacity of LGBT youth groups to be able to respond to young LGBT people's unmet mental health needs, develop links across other sectors and promote a national LGBT youth mental health agenda. Focusing on best practice in self harming, suicide, eating disorders, substance abuse and the traumatic impact of homophobia through mental health promotion and early intervention, this project is addressing the cutting edge of the contemporary LGBT sector and is keen to hear from any interested stakeholders.

2005 saw big changes for the Consortium. A new staff team was employed to carry on the work of previous colleagues; and the organisation moved home. We are currently in the process of growth and expansion – reviewing our services and support role, both at a regional and national level; and looking to the needs of our membership. But most importantly, the Consortium is linking into the many Government initiatives on the voluntary sector and policy creation, in order to develop the infrastructure and capacity of 'our' sector for future generations.

In this regard, the Consortium has become recognised as an important and credible player at national and regional levels and, increasingly, is asked to contribute to policy and project development.

Contact the Consortium on **020 7064 8383** or **admin@lgbtconsortium.org.uk**. David Farrington (young people's mental health) **dfarrington@lgbtconsortium.org.uk**.

Black and Excluded: the other faces of poverty in the UK

Kirit Patel on race equality and Oxfam's UK Poverty Programme.

Oxfam's UK Poverty Programme was established in 1996 in response to the growth in poverty and inequality in the UK. The work is guided by the same principles as Oxfam's work in other countries: to develop ways of working that enable people living in poverty to identify their own solutions to their problems, and to challenge the policies and practices that are responsible for creating and maintaining poverty.

There is no doubt that 'race', disadvantage and poverty are closely linked, severely impeding life opportunities, financial security and social mobility for black and minority ethnic (BME) communities. Although it is important not to equate ethnic minorities with groups who are disadvantaged or vulnerable – increasing numbers of people from minority ethnic communities are becoming successful in the 'mainstream' – it is evident that deprivation affects BME communities differently and disproportionately. Over two-thirds of England's BME population live in the 88 most deprived local authority districts. Compared to other groups, people from BME communities are more likely to have low incomes, live in bad housing, report ill-health, be unemployed, and be victims of crime.¹

¹ *Minority Ethnic Issues in Social Exclusion and Neighbourhood Renewal* (2002), Social Exclusion Unit

Pakistani and Bangladeshi communities continue to be amongst the poorest and most socially excluded groups in Britain. A recent report commissioned by the Trade Union Congress found that 69% of Bangladeshis and Pakistanis are living in poverty in the UK, compared with 20% whites, with poorer labour market experiences, life chances and outcomes, especially for women from these communities.

Engaging communities

Numerous flagship policies and initiatives of various government departments, local authorities and service providers have often failed to engage or benefit BME communities; and these same communities consider themselves to be a low priority in the poorest, deprived areas. Many established and emerging minority ethnic groups are faced with the constraints and challenges of working with the black voluntary and community sector, such as human and financial resources, developing assets and capacity, and managing strategic direction and future sustainability. There are few BME organisations, except for faith-based groups, that work on an anti-poverty platform and also have national links and profile.

In the spring of 2005, following a series of studies by Oxfam's UK Poverty Programme,

a Race Equality Programme was established in the North of England, an under-resourced region with some of the most deprived wards in the country, declining industries and less external investment. The programme will develop strong working partnerships with BME communities, as integral and significant partners, in a broad based coalition aimed at challenging the poverty and inequalities agenda. This will be achieved through a slow and organic growth of relationships with BME groups as the programme evolves and becomes established.

Part of the solution

From the outset, the Race Equality Programme is working with community groups that focus on activities which tackle the discrimination and poverty experienced by marginalised ethnic minority women and men in their localities. Through capacity building and empowerment initiatives such as training, advocacy and volunteering, these groups, and the people who use their

services, are identifying their own responses to the poverty related problems they face. By contributing to the efforts of smaller grassroots community groups and encouraging larger organisations to become more involved in anti-poverty work, the Race Equality Programme aims to be informed by the needs and challenges facing BME communities. In so doing, the Race Equality Programme will be more effective and successful in pursuing the necessary changes to policy and practice that limits or denies BME communities the same opportunities and quality of life as the rest of the UK population.

If you would like more information about the Oxfam UK Poverty Programme, see www.oxfamgb.org/ukpp or contact: **Kirit Patel**
Race Equality Programme Coordinator
Oxfam
Tel 0161 860 5295
Email kpatel@oxfam.org.uk

Risk of living in poverty by ethnic group 2002/03 ²	Proportion who are living in poverty	
	Before housing costs are taken into account	After housing costs are taken into account
White	16%	20%
Mixed	18%	31%
Asian or Asian British	37%	45%
Indian	20%	22%
Pakistani/Bangladeshi	59%	69%
Black or Black British	27%	38%
Black Caribbean	24%	32%
Black Non-Caribbean	30%	46%
Chinese or Other Ethnic Group	23%	32%
All individuals	17%	22%

The table uses Households Below Average Income data to demonstrate that while there are differences between groups, BME communities are all more likely to be poorer than their white counterparts

² *Black workers, jobs and poverty* (2005), Trade Union Congress

Hubs start to deliver the goods

Dianne Leyland has an update on how the ChangeUp Hubs are developing.

Regular readers of *Circulation* will be familiar with the concept of the ChangeUp national hubs of expertise (see *Circulation* 380.6 and 385.9) but for those either new to the subject or completely baffled by it, here is a reminder of the purpose of the hubs:

"... the hubs will bring together infrastructure and other key stakeholders in their respective fields of interest to improve efficiency, coherence and strategic development, identify gaps, drive up quality and better equip those already providing support to the sector, including at a local level. They should also reduce confusion in the sector about where to go for advice and support, providing a gateway through which organisations can access the full range of existing support and development services and opportunities." (Home Office ChangeUp investment criteria and guidance, August 2004).

Action on the ground

So what have the six hubs been up to since their business plans were approved by the Home Office in July/August? We will look at each hub individually below, but in general most of the activity to date will be familiar to anyone who has set up a new project: recruiting staff, tightening up work plans, setting up reporting procedures, establishing an identity for the project and so on. All vital to ensure the success of the project, but not

terribly exciting to the voluntary and community organisations in the outside world who have been waiting to see the ChangeUp investment turned into practical support for their day-to-day work. Nonetheless, the hub partnerships and more recently the hub staff have endeavoured to keep in touch with work on the ground, by speaking at events round the country and making contact with workers in local infrastructure organisations to find out what they need from, and can contribute to, the hubs. Fortunately, a fair proportion of the new staff of the hubs have come from the local VCS, so they're well placed to build on existing good practice and start tackling the gaps in support.

To give you a flavour of current projects for each hub:

- **Workforce Development:** projects such as SKiLD (see *Circulation* 389.6) are underway. The hub website is a useful starting point for information about National Occupational Standards, good practice in employment and workforce-related events around the country.
- **Volunteering:** a project is underway to pull together and develop research and guidance on managing risk and guidance, including when to use insurance.
- **Performance:** a staff member is in post at NACVS to support performance advisors working at local level

(see *Circulation* 389.8). The hub has run two events on strategic planning for voluntary organisations and is now commissioning materials to help organisations to decide what approaches are most appropriate for their organisation.

- **ICT:** a staff member is in post at NACVS to support organisations offering ICT support at sub-regional and local level (see *Circulation* 389.7). The hub is also developing a national directory of local ICT support and pulling together web-based good practice materials. Free resources and courses on access to ICT for disabled people are now available.
- **Governance:** the hub has launched the *Code of Governance* and *Learning to Fly*, a version for community organisations. The hub website is a useful gateway to existing materials on good governance. (See *Circulation* 389.9).
- **Financing the VCS:** this hub is perhaps a little way behind the others because of delays in recruiting project staff, but a number of tenders have just been published. See NACVS bulletin 389.1.

Adding value

So the hubs are starting to deliver, but of course it will take time for them to demonstrate their value, particularly to frontline voluntary organisations and the local infrastructure organisations that support them. Like ChangeUp consortia around the country, the hub partnerships are waiting to see what decisions Capacity Builders will make about the future direction of ChangeUp funding. The hubs have secured funding to the end of March 2007, but it won't be too long before they need to seek renewed funding – which won't be forthcoming unless they are able to prove that they are worthy of further investment.

The hubs are wrestling with the challenges of co-ordination across the somewhat artificial thematic divisions set up by ChangeUp. Each hub has its own partnership, business plan and staff, but in many cases their work will involve the same people on the ground – such as development workers in local infrastructure organisations. The good news is that hub staff are meeting regularly to address issues such as this, and initiatives such as a common 'web portal' are in development (the latter is being developed by High Peak CVS, who won the tender).

A particular challenge that the hubs face is how to achieve a balance between open and transparent commissioning procedures, and the aim of building on existing work. For example, hub staff may be well aware that Anytown CVS runs a successful action learning scheme for trustees, but should the hub be able to give the CVS £100,000 to extend the scheme nationwide without a fair and open competition, in case there are others who could do better? This is quite a dilemma, but no doubt the hubs will be damned by *Third Sector* editorials either way.

Further information

- NACVS website pages
www.nacvs.org.uk/resources/cbis/hubdevelopment.shtm
- Workforce development
www.voluntarysectorskills.org.uk
- Volunteering
www.volunteering.org.uk/hub
- Performance
www.performance-improvement.org.uk
- ICT
www.ictconsortium.org.uk
- Governance
www.governancehub.org.uk
- Financing
Email plambert@CAFOonline.org

SKiLD – Skills and Knowledge for Local Development

Liz Kettle introduces NACVS' new project.

SKiLD is a new learning project for development workers based in local infrastructure organisations across England. You may have read some background – including information about the need for SKiLD and how it fits with the remit of the Workforce Hub – in last October's *Circulation*, see *At the hub of the voluntary sector workforce*, article 387.23. The project kicked off just before Christmas, and things are starting to crank up.

SKiLD's ultimate aim is to raise the quality of support that local infrastructure organisations give to voluntary and community sector groups. It will:

- set up new learning opportunities for development workers in local infrastructure organisations
- look at how different learning and qualifications link up
- create a competencies framework, outlining the skills and knowledge development workers need to do their jobs effectively.

Looking at learning needs

We want to make sure that our activities fit the reality of development work, so one of the first things that we did was to develop a learning needs analysis. The deadline for the first round of responses was the end of

January. At the time of writing we've had well over 50 replies, so if you filled one in, many thanks. We'll be analysing the data and using it to help design new learning activities. If you didn't get a chance to see the learning needs analysis, you can still fill it in at www.skild.org.uk/needsanalysis.doc and we will be organising other ways of getting involved over the year.

Learning programme

We've just started putting together the new learning programme. It will cover a range of relevant topics via training days, and possibly other methods like action learning sets, coaching or peer support. We're hoping to start running events in March, so please check our website for more details:

www.skild.org.uk

Competencies framework

We are also at the first stages of developing the competencies framework, along with the Federation for Community Development Learning. This will be a useful description of how development workers support groups well. It could be used in practical ways to improve work. For instance, you'll be able to use it to identify gaps in skills and knowledge as part of supervision or recruitment.

We're using the term development worker to mean people whose job involves giving

hands-on support to voluntary and community groups. Work might be offering general development support to groups, or specialist help such as funding advice or training. There's a wide range of people out there doing all sorts of things with voluntary and community groups. For instance, development workers might be called anything from a small groups' advisor or funding advice worker to a training officer or legal consultant.

Focus groups

In order to make sure that the competencies framework is relevant and realistic, we are getting input from focus groups, made up of people who know about being (or managing) a second-tier development worker. The first focus group meeting is at the end of the month, with three more sessions planned over the year.

There are currently many different training and learning activities for people working in local infrastructure organisations, mainly as a result of ChangeUp. Rather than duplicate things, the SKILD learning programme is going to collaborate with these other opportunities. We have already talked to the Governance Hub, Finance Hub, Performance Hub and Sustainable Funding Project about possible ways of working together. Hopefully our work will also have an influence on the learning that the other hubs offer local infrastructure organisations.

If you are planning learning activities for development workers in local infrastructure organisations, please get in touch as we're keen to look at ways of collaborating.

SKILD is an NACVS project, but is for all local infrastructure organisations: from CVS, Rural Community Councils and Volunteer Centres through to community forums and local development trusts.

SKILD is funded by – and has been developed as a result of – ChangeUp. Funding is via the Workforce Hub, initially until March 2007.

The team is:

- Lynne Bryan, Learning and Development Manager
- Dave Carr, Skills Development Officer (Learning Co-ordinator)
- May Johnson, SKILD administrator
- Liz Kettle, Skills Development Officer (Promotions)
- Alison Norris, Skills Development Officer (Competencies).

We're all based at NACVS and can be reached on 0114 278 6636 or via skild@nacvs.org.uk. There's more information at www.skild.org.uk

NACVS working with regional ICT support

Paul Webster describes the work he is doing to ensure the ICT hub connects with the regions.

I joined NACVS in November as the ICT Support Officer for the ICT Hub. Previously I worked for EnProve, a social enterprise based in Mansfield which is part of The Groundwork Trust. At EnProve I managed the computer re-use and re-cycling project, finding homes for unwanted PCs and jobs for the trainees we employed. I was a member of the ICT steering group of the Nottinghamshire ICT consortium in which EnProve was a partner and which formed 'Purplezebra', the ChangeUp funded Nottinghamshire and Derbyshire ICT Circuit Rider and technical support project. (Details of this can be found on the ICT Hub website www.ictconsortium.org.uk in the October 05 newsletter).

Throughout 2005 in the East Midlands and across the country, ChangeUp required Infrastructure Investment Plans (IIPs) to be produced, setting out the services (including ICT) that consortia would like local infrastructure organisations (LIOs) to deliver to frontline groups.

Looking for local coverage

One of the themes of the IIPs was how these groups gain access to ICT advice, support and consultancy and how the LIOs could be strengthened in their appreciation and use of technology to deliver these services. Now in my NACVS role, I am in the process of

contacting each region and sub-region to find out what coverage exists at LIO level in terms of ICT support for groups, and how closely this matches the plans that were made. This will highlight areas where there are no adequate and appropriate ICT support services being provided by LIOs to frontline groups.

What works?

In addition I will be in touch with LIOs that are providing ICT support to explore ways to make their services more sustainable, and to look at what works well, and to develop models of good practice that can be shared around the sector. Working for NACVS I am particularly interested in how small VCS groups will have access to both affordable ICT support providers and to the services of Circuit Riders.

The hub has a wide and varied programme of work to be delivered by its partner organisations and is detailed on the website, www.ictconsortium.org.uk. In summary you can look forward to free accessibility training and audits from AbilityNet (see insert with this issue of *Circulation*), regional conferences, a searchable online directory, funded exchange visits, an annual national conference (see insert with this issue of *Circulation*), work with funders to highlight

the full cost of ICT and work with businesses to encourage employee secondment and the value of volunteering to help with the ICT needs of VCS groups. I will be encouraging organisations to put themselves forward to be included in the online Supplier Directory currently being developed by LASA (www.lasa.org.uk), another hub partner. This piece of the jigsaw will be a resource for frontline organisations to consult to locate ICT services, and a way for LIOs to advertise their services to the sector.

To facilitate networking, the discussion forums section on the ICT Hub website now has dedicated areas for each region to discuss issues relevant at that level. I would encourage you to check these out regularly and let us know if there are any additional topics you would like to see on there. We do check and moderate these forums on a daily basis – you will get a reply from the hub if appropriate or from other groups in your region engaged in the process of ChangeUp.

I know I have met some of you already, but there are regions and sub-regions that I am still to visit or hear from. I will be in touch with you soon, but if you have something you would like the hub to know about or if you are organising an ICT seminar or theme group meeting then please contact me by emailing [**paul@nacvs.org.uk**](mailto:paul@nacvs.org.uk).

Strengthening the local

The hub is about strengthening local work through the services we provide, not about taking over from the good local work you are currently doing. I look forward to hearing from you as I want to champion regional work as examples of good practice and, through the funded exchange visits, arrange opportunities for you to tell others around the country about what you are doing well and perhaps pick up some tips yourself along the way.

Although I have been in post only a short time the hub has moved forward significantly ... however the wheel won't turn if the hub is not connecting with the spokes!

Can the Performance Hub help you?

Julie Pottinger, Performance Hub Communications Officer, looks at the training and support the Hub will offer to infrastructure bodies.

Background

The Performance Hub is one of six national hubs funded by the Home Office through the ChangeUp programme. It brings together a range of voluntary, community and social enterprise organisations that are committed to enabling the sector to have an even greater impact through excellent performance.

Charities Evaluation Services is the accountable body and the National Council for Voluntary Organisations (NCVO) is joint lead partner. Other partners include NACVS, Black Training and Enterprise Group (BTEG), bassac (British Association of Settlements and Social Action Centres), New Economics Foundation (nef) and Norwich and Norfolk Voluntary Services.

Consultation with the sector showed that many organisations welcome support with managing and improving their performance³. Voluntary and community organisations (VCOs) identified a need for a central body to make existing information available in one place, develop the knowledge base and represent the sector to funders and regulators.

³ *Improving our Performance: a strategy for the voluntary and community sector*, Quality Standards Task Group, April 2004

Central government's agenda for the sector is set out in ChangeUp. The framework set out the vision that by 2014 frontline organisations will be better able to improve the performance of their organisations, make choices about which tools are right for them and easily access support and advice.

The Performance Hub will signpost information and advice to front line and second tier voluntary and community organisations. It will provide training and support to development workers in infrastructure. It will also work to persuade funders to fund performance improvement and to reduce the regulatory burden.

A commitment to face-to-face support

VCOs value one-to-one support through managing performance, with anything from identifying their organisations' strengths and weaknesses, to developing and implementing an action plan. Ideally, they want this support to be face-to-face and offered at a local level.

Many infrastructure organisations currently offer this support. But not all frontline VCOs have access to infrastructure services. Additionally, many development workers in infrastructure organisations would welcome

the opportunity to update their skills and to share their knowledge with peers.

The Performance Hub is working to address these needs.

Can we help you?

- Do you provide support and advice to voluntary and community organisations on improving performance?
- Do you work for an infrastructure organisation such as a CVS, RCC or umbrella body? You may be a development worker, trainer or adviser.
- Would you like to improve your knowledge, skills and confidence in training and supporting VCOs?

If you do, then you could benefit from joining the Hub's Performance Mentor Network.

From April 2006, this will give you access to:

- training opportunities
- resources and tools on the Performance Hub website
- networking opportunities and peer support
- publications
- guided help with your own work
- access to technical expertise.

Training will cover topics such as outcomes, monitoring and evaluation, strategic planning, benchmarking, and quality.

Performance Hub and NACVS

Fiona Martin is employed at NACVS as a support officer for the Performance Hub.

Fiona's role is to:

- promote the work of the Performance Hub at regional and sub regional level
- identify and develop a support network for local infrastructure organisation (LIO) staff interested in organisational

performance and ensure that staff can access support in their area

- collect examples of best practice of infrastructure and local organisations using tools to improve their performance and share these with others through a variety of media e.g. training materials, newsletters, exchange networks and our website
- work with LIO staff to organise opportunities to share best practice – this could be via a number of different formats that are relevant to your regional / sub regional needs e.g. email network, face-to-face events, action learning and exchange visits
- act as a means for LIO staff to communicate their experiences to the Hub as well as keeping colleagues in LIOs informed of the Hub's activities.

Fiona will be contacting regional and sub regional consortia to find out how she can work with you to promote performance within your area, building up a profile of the current work that is being carried out around performance and investigating examples for case studies.

To find out about forthcoming Hub activities or discuss what support you feel you may need with regards to performance work contact Fiona on **0114 278 6636 ex 125** or email **fiona@nacvs.org.uk**.

For further information on the Hub, please visit its interim website at **www.performancehub.org.uk** or email **mentors@performancehub.org.uk**.

The main website will be up and running by April 2006.

Introducing the Governance Hub

Governance is on the rise – over the past couple of years both interest and developments in the area have significantly increased. **Pat Jones** outlines the work of the new Governance Hub.

A hot topic

Local CVS and others have started working on governance. Practices such as board reviews and open recruitment of trustees have spread. Organisations like acevo and NCVO have developed programmes on aspects of trusteeship and governance. Academic research into charity governance has developed, and government funded research has explored how to engage trustees in learning. ChangeUp has consolidated a growing awareness that good governance matters. And governance is now a hot topic.

This is the context in which the Governance Hub has been set up. It is a sign of the importance attached to effective governance that it was identified as one of the six areas of development which ChangeUp would prioritise. So the Hub has a budget of just over £2 million, and an ambitious 18-month timescale, to achieve its task of acting as a catalyst to significantly improve the quality of governance at all levels in the sector.

In developing our plans, we are conscious that governance is generally a slow process. Many boards only meet quarterly, and even local management committees will rarely meet more than monthly, usually with an over-full agenda. The vast majority of trustees are volunteers, and already busy with many things. So finding space and time

to explore and use new resources and services, or assess your practice using tools such as the Code of Governance for the sector, will not be easy. The Governance Hub has to make the case that investing time and money in improving learning and support for trustees and boards is worthwhile and achievable.

Meeting needs locally

It is not surprising therefore that much of what we're trying to do is about bringing support, advice and learning closer to trustees and boards where they are. A comprehensive new website, signposting system and helpline are planned, as well as a series of regional workshops on new tools and resources. We want to ensure that any trustee anywhere can find the help, advice or information they need and can identify what they would like to learn in order to be more effective. We also aim to get new people involved in being trustees, through major campaigns and local workshops on trustee recruitment.

To reach boards and trustees, we need to work with others. So we have identified some crucial principles to govern how we deliver our task. First, we have some priority audiences: BME organisations, faith based and rural organisations, organisations

working with young people or people with disabilities. The level we most want to reach is that of local and small VCOs who may have little access to the resources, conferences and consultancy services that bigger organisations can access easily. Secondly, we recognise that the Hub can only deliver its task by working in partnership with existing infrastructure organisations, because they have the experience and contacts that will make the Hub's work possible. The longer term strengthening of governance practice will only happen if infrastructure organisations develop their capacity to support and lead in this area.

Opportunities

The Hub is setting up a practical mechanism to build these relationships. Our partnership framework lists opportunities for collaboration and invites organisations at any level to work with us. The opportunities include joint work on pilot schemes, organising workshops and bidding for work the hub is commissioning. There is also a broad invitation to propose governance development projects which organisations would like to do and for which they need funding, support or other assistance. This can be resources they would like to produce, training or learning schemes they would like to develop or replicate in new areas, or new services.

The Hub's staff and budget is modest in view of the fact that there are at least 750,000 trustees around England. But we are hoping that a little can go a long way in encouraging creativity and new initiatives to help trustees and management committees learn and grow. We know from initial consultation and research that many organisations want to see more support and services for trustees and we can support and publicise their work. Together we can make trusteeship a more attractive option to a broader range of people and a more effective part of the success of our sector.

Further information

For details of the Governance Hub's plans, documents and other information, go to the interim website on **www.governancehub.org.uk**

For information about working in partnership with the Hub, contact Poonam Thapa on **poonam.thapa@ncvo-vol.org.uk or 020 7520 2516**

Excellent service for local groups

Andrea Allez provides an update on the NACVS performance standards and the new NAVCA Quality Award.

The Performance Standards

After 18 months of development and consultation the NACVS Performance Standards are finalised and ready for use!

The work to develop and pilot the Performance Standards and to develop the Quality Award audit system has been funded through ChangeUp monies direct from the ACU.

The Performance Standards are an outcomes-based set of quality standards which cover the delivery of the five core infrastructure functions. They are suitable for use by any local infrastructure organisation (LIO) delivering one or more of the five core functions. Organisations can use them to assist with strategic planning, monitoring and evaluating their work and to benchmark with other LIOs.

The NAVCA Quality Award

So, who/what is NAVCA?

At the 2005 AGM, members voted to adopt NAVCA (National Association for Voluntary and Community Action) as the new name for NACVS. Getting ready for change is complex and time consuming, there are a lot of systems, products and materials that a name change affects. The name won't be adopted until June this year, however the funding we

have for the production of the Quality Award materials needs to be spent by the end of March – so we are going ahead with the new name on the materials for the Quality Award.

About the Quality Award

The NAVCA Quality Award is based on the Performance Standards and offers an externally audited, NACVS accredited quality award. Presently the NAVCA Quality Award is only available to LIOs delivering all five core functions which are members of NACVS. The Quality Award is not linked to membership of NACVS/NAVCA and members will choose whether to undertake it. There will be a charge, but the NAVCA Quality Award will be valid for three years.

Steps towards the Quality Award

The Quality Award process begins with the request from a member for the Award pack, for which a small charge will be made.

The pack consists of: guidance notes; a self assessment pro forma; a wallchart with performance indicators and a case example; and a commitment certificate. The commitment certificate will state the time frame within which the Award must be completed, normally one year.

The first step is to complete a self assessment against the indicators for the

outputs and outcomes of the Performance Standards. The next step is the visit from the auditor, which will normally last one day and will include a variety of activities agreed in advance. The auditor will offer brief verbal feedback on the day, and write a report outlining their recommendation. Next, a moderation panel drawn from NACVS trustees and staff will ensure the quality of the auditor's work: finally, the NACVS Trustee Board will agree the recommendations for the Quality Award.

What's exciting about the NAVCA Quality Award ...

... Is that achieving the Quality Award will give your organisation a valid way of showing you are delivering quality services to the local voluntary and community sector. It will also help you to demonstrate the role you play in achieving some of the major performance indicators that local authorities have to achieve. The mapping chart within the Quality Award materials shows, for instance, how the Performance Standards map against the Safer, Stronger Communities Fund Indicators: all the indicators are covered by the Performance Standards.

Promotion of the NAVCA Quality Award

We shall be promoting the NAVCA Quality Award to local authorities, Local Strategic Partnerships and all major funders of infrastructure organisations. There is already interest from some local authorities, from the IDeA and the Local Government Association in both the Performance Standards and the Quality Award. Each local authority will receive a promotional pack giving information about NACVS and local infrastructure organisations, outlining the Performance Standards and the Quality Award and setting out the benefits to funders of LIOs achieving

the Award. NACVS will inform you when these packs are sent out.

Regional Roadshow

We shall be setting up eight one-day events around the country to both promote the NAVCA Quality Award and give some coaching in the collection of evidence for the Award.

NACVS members and local statutory personnel will be invited to attend these days which will take place between March and May. Dates and venues will be advertised soon.

Launch and availability

The Performance Standards will be launched at the Chairs' and Trustees' Conference in February 2006. The *NAVCA Quality Award: Excellent service for local groups* will be launched at the Chief Officers' Residential Event (CORE) 2006 in April.

The Performance Standards will be posted on the website soon (keep an eye on www.nacvs.org.uk/thisSite/whatsnew) and will be available to any LIO wishing to use them. The NAVCA Quality Award is currently being trialled with 10 LIOs and will be available to all members from June 2006.

For further information contact

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NACVS

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VCS engagement in Local Area Agreements

Warren Libby on the current situation, good practice and voluntary and community sector involvement in solving local problems.

The Government has made it clear that the involvement and participation of the voluntary and community sector (VCS) is crucial to the success of local area agreements (LAAs). In order to gauge the extent to which the Government's aspirations are being realised, NACVS recently surveyed members in Local Area Agreement pilot areas and members in second phase LAA areas.

We found that the extent and quality of VCS engagement in LAAs is variable. Whilst there are many welcome instances of positive VCS engagement, it is not effectively embedded in partnership work and this will undermine local and national ambitions for LAAs. The current review of Local Strategic Partnerships (LSPs) must take on board the lessons from LAA implementation.

VCS involvement in the LAA process

The tight timetable of the negotiation phase means that direct consultation and briefing of residents and the VCS has often been limited. Although over three quarters of NACVS' members were involved in the initial draft submission, there are large numbers of local infrastructure organisations, never mind frontline voluntary and community groups that have had no say.

Other consultation mechanisms are not consistent. Community Strategies or plans

are by no means comprehensive. Fewer than 60% of respondents in second phase areas were aware of a Community Strategy or plan. Nearly half of those felt that their LSP was not committed to it and a similar number felt that it did not recognise the need for community capacity building.

LSPs need to consider how communities and individuals will be involved in their agreement from the very beginning. Formal VCS involvement in LAAs is patchy, often hidden and frequently reliant upon the commitment and structures of local infrastructure organisations. It is clear that this work, especially in areas without Community Empowerment Networks, is not well resourced.

Added to these difficulties, there can often be cultural barriers to VCS involvement. The Evaluation Report⁴ of the pilot negotiation phase states that: "the sector's long consultation chain and consequent inability to respond in the tight timescale was a major issue. As one pilot lead put it: 'We cannot afford to go at the voluntary sector's pace'".

⁴ A Process Evaluation of the Negotiation of Pilot LAAs, ODPM (June 2005)
www.odpm.gov.uk/index.asp?id=1137779

The reality is that VCS engagement and partnership working take time, but it is time well spent if you really want local people to determine local priorities and solutions. Failure to do so defeats the very object of local area agreements. VCS engagement is too often seen as a side issue instead of a central goal of partnership, local governance and improved service delivery.

Local authority support for VCS engagement

But there are examples of real progress. Many local authorities are now providing resources to support VCS involvement. For example, Hertfordshire and Norfolk County Councils are funding a number of local infrastructure organisations, including district CVS, to enable them to engage the VCS in the process. Hertfordshire is also considering funding an operational post, hosted by a CVS, to facilitate and support VCS representation on each theme group.

Other forms of support from local authorities, in the negotiation phase, have included:

- one to one support and regular email contact
- briefings and presentations at voluntary sector meetings
- guidance notes
- supported inclusion of VCS representatives across the blocks
- a VCS unit within the local authority dedicated to working in partnership with the VCS
- funding for consultation events and briefings
- commitments to include VCS representatives in community target negotiations with Government Offices, and
- personal and direct support from key staff in local councils.

Sharing the rewards

However this progress is not reflected in the amount of LAA reward grant earmarked for the VCS. The very purpose of the reward element is to encourage innovation and new elements of service delivery. Our survey of second phase areas suggests that around half of respondents do not expect the VCS to be involved in delivering any of these targets.

The likelihood of the VCS receiving Pump Priming Grant or Performance Reward Grant is even lower, at only 30% and 16% of areas respectively. To put this in perspective, based on an anticipated average of 12 reward targets per LAA, our figures indicate that the VCS is likely to be involved in less than 5% of reward targets, receive a share of less than 3% of pump priming grants and have a share (in three years' time, if successful) in less than 2% of reward funding grants.

Of course, this may merely reflect the situation in November and may be an unfair reflection as second phase agreements are finalised, more detailed commissioning and implementation discussions begin, and the best use is made of reward funding within the LAA. Nevertheless, our survey of the pilot areas suggests that funding for VCS activity diminishes as the LAA becomes more concrete.

Stronger Communities

The picture is little better in the Safer and Stronger Communities element of LAAs. Despite five outcome indicators being mandatory, many second phase areas had not included them in their draft agreements at the end of last year. Large proportions of respondents do not have a lead or do not know who leads on them. For example, 70% of respondents did not know about the

outcome indicator to ‘increase key public services delivered by the VCS’.

Involvement of VCS in local partnerships

Long-term change can only be instigated through appropriate VCS involvement at all levels in local partnerships:

- on the LSP
- on Local Public Service Boards, or an equivalent (where they exist, nearly a quarter will not include VCS representation)
- on all the LAA block or theme partnerships (currently occurring in only 54% of second phase areas)
- on each outcome partnership or working group.

In Nottingham, Priority Action Teams (PATs), which include VCS members, look in detail at local need. They are supported by a virtual reference group that will provide a sounding board and additional source of expertise. PATs will also include citizens in ways that are appropriate and meaningful.

Involvement of VCS in service delivery

However, such involvement is not enough in itself. Participation in governance needs to be linked to participation in service delivery. Government research (*Improving Delivery of Mainstream Services in Deprived Areas – Role of Community Involvement*) highlights several types of involvement that will improve mainstream service delivery. One of them is “community based organisations having contracted or delegated responsibility from mainstream providers for service design, delivery and review”. Such involvement, the research points out, produces the benefits and outcomes that LAAs could produce with real VCS engagement:

- **Process benefits:** providers gain better local knowledge; users get better access to services; increased awareness amongst providers of the potential for joined-up solutions; enhanced motivation of front-line staff, and innovation in service design and delivery.
- **Positive outputs and outcomes:** new or improved services; reductions in the unit costs of service provision; reduced costs in other aspects of service provision; increased user satisfaction; improved environmental quality; reduced crime rates and fear of crime; better prospects for improved health outcomes; and improved employment opportunities for local residents.

This is why the mandatory Indicators of Strong Communities are so important, especially when implemented across all aspects of the LAA as intended. However, they are just the starting point for supporting, encouraging, and developing the capacity for VCS engagement. One Voice Suffolk is developing a statement of service delivery as part of its LAA, whilst Birmingham VSC is looking to develop the kind of sophisticated intelligence system – capable of mapping local VCS activity, local priorities and gaps – to inform comprehensive VCS engagement (see *Circulation* article 387.22).

Conclusion

LAAs have the potential for huge benefits for the VCS: increasing its influence, funding VCS service delivery and solving local problems.

Success depends upon the extent to which the model of a balanced triangle of three mutually interdependent elements is put into practice. The elements are:

- building social capital;
- community participation in governance;
- public service delivery.

NACVS will continue to monitor progress and seek to influence central and regional government to ensure a balanced and integrated approach to VCS engagement in LAAs. Our new project – Improving Local Partnerships – supported by the Big Lottery Fund, will carry much of this work forward when it starts in the Spring.

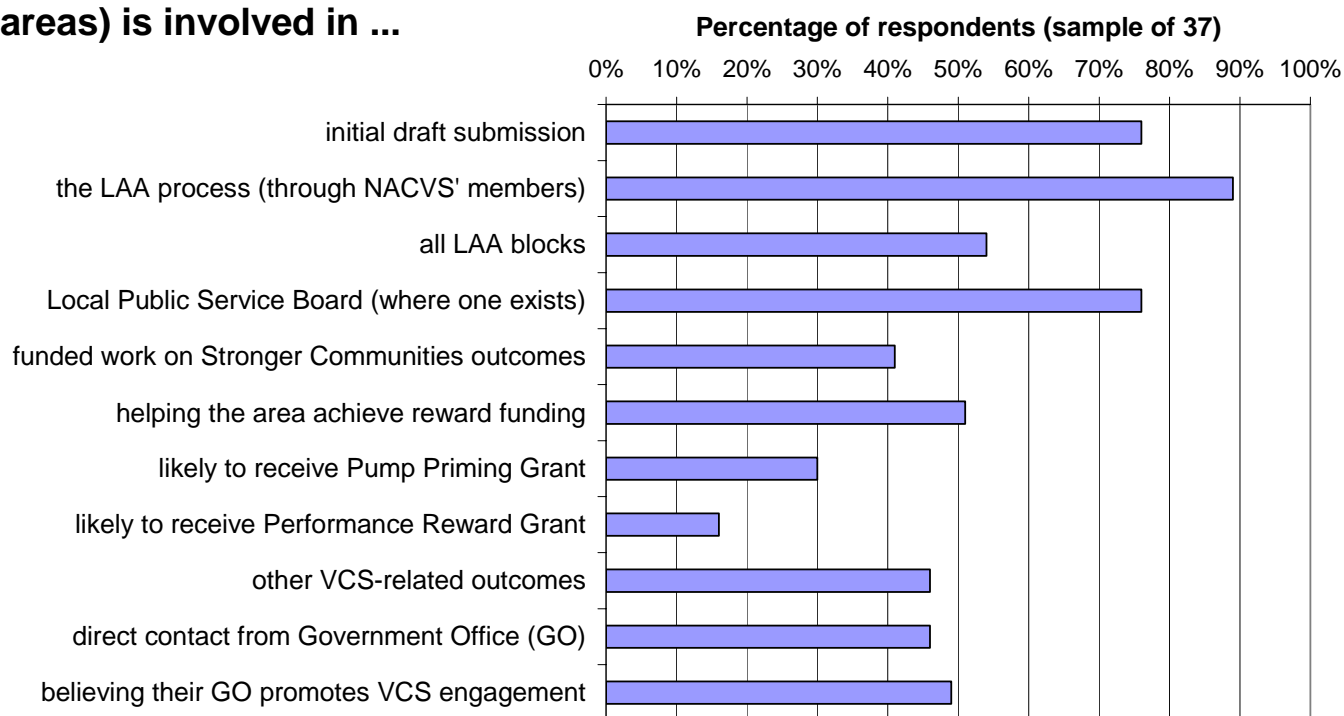
Our next 'Local Area Agreements: Engaging communities' event (for the benefit of third phase areas) will take place on 18 May 2006 at the City of Birmingham Symphony Orchestra Centre in Birmingham. If you would like details, when available, please email me.

We will also be responding to the Government's consultation on Local Strategic Partnerships, reflecting many of the lessons from LAAs.

A copy of our report on second phase areas is available from the LAA resources page on our website: www.nacvs.org.uk/resources/la/laa.shtm. A report on pilot areas will follow shortly.

If you have any examples of statements of VCS involvement, specific outcomes that relate to the VCS, good (or bad) examples of VCS engagement that you are willing to share them, then please send them to warren@nacvs.org.uk.

The VCS (in second phase areas) is involved in ...



Governance and faith organisations

Faith organisations need to contend with a number of difficulties due to their particular nature, says **Shivaji Shiva** of Russell-Cooke Solicitors.

CVS and other local infrastructure organisations (LIOs) across the country engage regularly with faith groups of various types. Most have regular contact with the more established churches and their extensive networks of voluntary activity. In addition, many LIOs seek to engage with minority faith groups to ensure that their services are relevant and accessible to black and minority ethnic (BME) communities. Faith organisations contend with a range of difficulties that arise from their particular nature and some of those issues are highlighted below:

Are they charitable?

Legally, there is a general assumption that the advancement of religion is for the public benefit. For the advancement of religion to be charitable, a religion has to:

- be founded on a belief in a supreme being or beings
- involve expression of that belief through worship.

This can include the provision and upkeep of places of worship, paying ministers or priests, and holding services.

Faith groups will not always be recognised as charitable. For example:

- organisations where the benefit is wholly private (such as an entirely enclosed

religious order where the activities consist only of private prayer)

- where an organisation is set up to promote the beliefs of a particular religion that undermine the accepted foundations of religion and morality, or are otherwise contrary to the public interest.

It has been suggested that the Charities Bill should incorporate a definition of religion. In its current form the Bill includes a new definition of religion that includes multi-theist religions (e.g. Hinduism) and non-theist religions (e.g. some branches of Buddhism) under the charitable head "advancement of religion".

Management Committee members may not appreciate that their organisation is charitable or that there is an obligation to register with the Charity Commission. An appropriately qualified adviser should review the issue with specialist advice if appropriate.

Should they be registered with the Charity Commission?

Not all religious charities are registered with the Charity Commission. In particular, there are exceptions for Church of England churches.

In addition to charities which exist to promote a particular religion, many charities for

specific purposes such as the relief of the sick or urban regeneration have a religious ethos. The comments below are directed chiefly at charities for the promotion of religion. However, many of them will also apply, perhaps to a lesser extent, to charities with other objects but an underlying religious ethos.

The role of the spiritual leader

Many religious organisations are led by a charismatic individual. Often the individual concerned is paid by the charity. In theory, the charity trustees are ultimately responsible for the management of the charity and must therefore control the activities of the spiritual leader. Some commentators have suggested that religious organisations should be excluded from the constraints applied to other charities in recognition of the fact that they do not fit comfortably within the framework of charity law.

Employment law and spiritual leaders

A similar issue arises in relation to the employment status of spiritual leaders. Because of the nature of the role, the congregation and the priest, imam, rabbi etc, may be reluctant to discuss the terms on which he or she is employed. The principles of employment law apply to spiritual leaders just as they do to anyone else. As such, the organisation should ensure that all parties understand the nature of the relationship which exists, i.e. is the individual to be a volunteer, employed, or genuinely self-employed? If the spiritual leader is to be an employee, the organisation should issue particulars of employment within two months of the date on which the individual takes up the post.

Traditionally, the Church of England vicars have not been subject to the usual rules of

employment law in that they were treated as office holders and not as working under contract on the basis that in effect their principal duty is to God. Recent developments challenge that position. (See, for example, the decision of the House of Lords in the case of Percy (AP) (Appellant) v. Church of Scotland Board of National Mission (Respondent) (Scotland)).

Membership

The role and status of members is a regular source of difficulties for charities established as companies or unincorporated associations. The task of maintaining membership records is easily neglected in the face of more pressing deadlines. This may cause little or no difficulty in the usual course of events but can be critical if an internal dispute arises. It may, for example, be impossible to determine whether charity trustees have been validly appointed without first identifying the individuals who are members and therefore entitled to vote.

The problem is often exacerbated in religious organisations where the constitution may entitle any person in an ever changing congregation to take part in the governance of the charity as member. It is important to regularly review the membership structure of the organisation and consider whether it remains appropriate. It may, for example, be appropriate to recognise a separate category of 'informal membership' which enables individuals to receive information on the affairs of the organisation – and may carry other benefits – but does not entitle the individual to take part in the legal affairs of the organisation.

Property ownership

The mosque, church or other building in which services take place is the main asset

of many charities. Many religious bodies are established as charitable trusts or unincorporated associations which cannot hold property in their own names. As a result the property is often held in the name of several 'holding trustees' who agree to take legal ownership of the property. Often the individuals chosen for this role are senior members of the community served by the organisation concerned. Problems frequently arise where the role of holding trustees is misunderstood. In particular, it is important to recognise that holding trustees must generally follow the instructions of the charity trustees unless those instructions are unlawful. Addressing difficulties of this sort can be extremely difficult once a dispute has arisen and positions are entrenched. It is therefore important to ensure that all parties are made aware of their roles and responsibilities.

Fundraising appeals

Many religious groups have a strong tradition of fundraising through collections during or immediately after services. Many religious buildings have been funded on this basis. Care is required when raising significant amounts in this way. Potential problem areas include:

- A lack of clarity as to the conditions on which donations are made: for example, must the new building be used exclusively for religious services in strict accordance with the relevant tenets of the faith concerned, or can it be used for broader purposes including, for example, the celebration of weddings or other community events?
- a failure to specify how the money will be dealt with if the proposed purpose cannot be achieved: for example, it proves impossible to raise enough money to fund the purchase of the hoped for building.

The above are a few of the legal challenges faced by faith groups. There are more; ultimately, the legal challenges faced by faith groups are as varied as the groups themselves.

Shivaji Shiva
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www.russell-cooke.co.uk

Shivaji is happy to receive telephone calls from readers who are interested in this subject or have queries they want answering.

Other sources of information on this and other legal issues include:

- **The Charity Commission**
www.charitycommission.gov.uk
- **The Charity Law Association**
www.charitylawassociation.org.uk
- **The Russell-Cooke Charity Team's legal update email**
www.russell-cooke.co.uk/serv_c&o_charities.htm#legalupdates

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Community planning

Louise Waring of the Royal Town Planning Institute on why town planning is relevant to community groups.

Planning affects everyone. Whether it is your neighbour building a garage in his back garden, or a large scale development of a shopping complex close to your home, everyone in your community will be affected by the planning system at some point. The planning system has been created to manage, enhance and improve the natural and built environments.

Because our communities are constantly changing and developing, it is important that the people who live, work and play in these areas are recognised in the planning process and effectively involved from the beginning. After all, the ability to use or create a space effectively comes from interacting with those who live in and around that space and ultimately hold a great deal of knowledge about it.

The Government places a heavy emphasis on involving communities in the planning system. The building of a community's knowledge and understanding of planning issues is normally referred to as a community's 'capacity' and the bigger this is, the more communities can become involved in the planning process.

How can Planning Aid help communities?

Many communities often say that they feel intimidated by the planning system or may

not feel confident enough to tackle certain planning issues. The planning system covers a huge range of subjects and is broken down into lots of different processes. Sometimes finding the correct approach and way to do things is difficult.

Community planning is a relatively new term and usually takes the form of a community planner who is qualified in town and country planning and who can offer guidance, advice, training and awareness raising on the planning system for those members of communities who are sometimes missed out of the loop.

Communities can get involved by contacting their regional Planning Aid community planners. For example they might need some training on the basics of the planning system, or they may want to learn about something in more detail; for example the development control process or planning and transport. They may want to learn how to develop a parish plan or a plan for the local area or even learn how to fill in a planning application or object to a planning decision where they live.

What is Planning Aid?

Planning Aid is part of the Royal Town Planning Institute and provides free, independent planning advice to individuals

and communities who cannot afford to pay for professional advice (e.g. consultants, solicitors etc).

Every region in the UK has an outreach programme of Community Planning, which identifies groups who have previously been excluded from the planning system or are disadvantaged from years of not having a voice. The community planning programme works with these groups to develop their ability to understand their opportunities and rights within the planning system. Planning Aid also helps them to find the right channels to communicate their views better.

Planning Aid provides an exciting range of community planning, training, and education activities and aims to help groups to understand the planning system and influence decisions in their local area. Key elements of the programme include:

- training on the planning system and development plans
- information events and presentations
- advice and assistance on participating in local development plans
- helping communities to develop their own strategies, including parish plans
- educational projects with school children and young people.

An example from Planning Aid North

Education is at the heart of Planning Aid North's Community Planning programme. They continue to introduce young people to planning and the important role they can play in making their local and regional environments more sustainable. Within a three month period in 2005, more than 300 young people attended events across the region.

One Head Teacher of a school participating in a Planning Aid North project said: "We are delighted to be working with Planning Aid North on this educational pilot. Our children are learning new citizen skills which should help them to contribute to the future of their environment".

Planning Aid and VCS infrastructure

The community planning process must take into account the opportunity for Planning Aid to work alongside their local CVS and other voluntary sector local infrastructure organisations (LIOs). There is a need for LIOs to understand how Planning Aid can help them empower local communities and similarly it is equally important that Planning Aid learns from and interacts with LIOs to understand how they can influence the community planning programme.

There is much scope for Planning Aid and LIOs around the country to use each other's skills and knowledge of working with communities to deliver an even higher standard of community planning for today's ever changing communities.

To get your group involved in community planning or learn more about Planning Aid take a look at www.planningaid.rtpi.org.uk or contact the National Planning Aid Team on **0121 693 1201**.

Planning Aid and Urban Forum are producing a pack for community groups on the planning system. The guidance is due to be published in April and will be available in hard copy and via the Planning Aid, RTPi or Urban Forum websites.

PEACe queries

LVSC's Personnel, Employment Advice and Conciliation Service answers hundreds of enquiries each year. Here is a recent selection.

Fair dismissal?

Q The Board of Trustees is proposing to restructure the organisation. This will mean that some jobs will change and some will be deleted. Do we treat all the employees concerned as being made redundant?

A No. Dismissals that occur as a result of restructuring usually fall under one of the potentially fair reasons for dismissal (Section 98 of the ERA 1996) e.g 'some other substantial reason' – SOSR. Employers are entitled to re-organise their staffing structure and change job descriptions so as to improve organisational efficiency. Under SOSR employees are not automatically made redundant. They may be dismissed because (a) they refuse to agree to the changes or (b) because their job is redundant. In either situation, consultation is essential. As with all dismissal cases, both the reason for, and the process of, dismissal must be fair. Where job descriptions are changed, the employer must first identify what is the level of change affecting each job: is it a slight or significant change, or is the job being deleted completely. The second stage is to consult with employees whose job descriptions are affected. The aim is to reach agreement with each individual on the proposed changes to her/his job description. Even if the change is significant, written agreement by the employee will avoid a dismissal situation and

all the risks that this entails. It is only if agreement cannot be reached that the organisation can move to dismiss the employee, with proper notice, and re-engage her/him on the new terms of the job description, without breaking continuity. Going down this route is risky and advice should be sought. It is in the interest of the employer to try and reach agreement and be seen to act reasonably throughout. For those whose jobs no longer exist in the new structure, a redundancy process must be followed which includes consultation and offers of suitable alternative employment if available. The organisation must follow its own procedures if these exist or in any case, as a minimum, the statutory dismissal and disciplinary procedures that came into force in October 2004.

Overpayment of employees

Q The Management Committee has just noticed that three employees have been paid two increments instead of one for the past few months. Can we deduct the overpayment?

A In this case the employer made a mistake and is entitled to claim the overpayment back from the employee or deduct it from future pay. However, there have been some cases

where the courts have blocked recovery. It is easier to reclaim if the mistake is noticed immediately – especially if the employee ought to have realised that there was a mistake – rather than try and recoup moneys that s/he has long since spent. The best approach is to talk to the employees, explain the financial implications for the organisation, the inequitable treatment with regard to other employees, and reach agreement with each individual on the terms of the repayment. It is in the interest of the organisation to inform the employees in writing of the intended deductions well in advance of the deductions taking place.

PEACe advises voluntary sector employers in London on all personnel and employment matters. Phone the helpline **020 7700 8147** or email ***peace@lvsc.org.uk***.

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The Single System for Community Sport (SS4CS)

Rachel Roberts has an update on the new framework for community sport and how local infrastructure organisations can get involved.

Sport England, in consultation with national governing bodies of sport, local authorities and other partners involved in the development and delivery of sport, has created the 'Single System for Community Sport' (SS4CS). The SS4CS establishes an effective delivery chain to realise the overall objectives of Sport England, the government and other partners at a local and regional level, in particular the objective of significantly increasing participation in sport.

The SS4CS is the delivery framework that brings together everyone involved in planning, developing and delivering sport in England. The desired outcome is to make it as easy as possible for any individual, anywhere in the country, to engage in sport, regularly participate and receive quality coaching and support to achieve their full sporting potential – in short to start, stay and succeed in sport.

The SS4CS, once fully implemented, will develop and maintain an effective 'infrastructure' for sport and a strong network that will encourage more people into sport. It will create enough capacity in clubs and facilities, and among volunteers, leaders and coaches, to meet the needs and improve the sporting performance of growing numbers of participants.

Supporting the front end delivery are two key partnership groupings: at the local level are Community Sports Networks (CSNs) and at the area level the County Sports Partnerships (CSPs). London is divided into five sub-regional County Sports Partnerships across the city.

At the other end of the system to participants are the strategic agencies, primarily Sport England, the Regional Sports Boards and the Government. They set the strategic direction and provide some resources, but are not involved in direct delivery. The SS4CS links all these agencies and their resources together to encourage more people to regularly participate in sport and to plan and deliver sporting opportunities that meet their needs, without duplication of effort.

County Sports Partnerships

County Sports Partnerships (CSPs) are a partnership of agencies committed to working together on an area wide basis to plan and co-ordinate sports provision. They are funded through Sport England's Community Investment Fund (CIF) and contributions from partner organisations and other funding sources.

The primary role of a CSP in the SS4CS is to increase participation, and to widen access to sport and physical activity, and the

achievement of sporting success. CSPs focus particularly on:

- Developing more community sports opportunities for young people by supporting the delivery of the Physical Education, School Sport and Club Links strategy.
- Helping to develop more opportunities for hard to reach groups and those not already engaged in community sport.

CSPs undertake a strategic planning and co-ordination role for sport across the county, as well as sharing information and good practice with the public and among those working within the sports sector. They have a key role as an advocate for sport, influencing opinions at a senior level within non-sporting agencies and among the general public on the wider benefits of sport.

CSPs have been given the responsibility for implementing the SS4CS and particularly for instigating the development and support of Community Sports Networks.

Membership of the CSP varies depending on the county, but the core members contributing funding to the partnership are usually the local authorities in the area and Sport England. In addition, most partnerships have representatives from a number of regional governing bodies of sport, for example tennis, netball etc, equity organisations and other public, private and voluntary sector organisations reflecting a wide range of interests. Examples include schools, universities, Primary Care Trusts, Learning and Skills Councils, the police, youth agencies, professional and amateur sports clubs and community groups. CSPs are being encouraged to engage with their respective sub regional ChangeUp Consortia.

The CSPs are currently at different stages in their development but a total of 49 partnerships are scheduled to be fully operational in England by April 2006. Each partnership is being developed as an independent, or semi independent organisation, with its own paid staff structure and management board.

Community Sports Networks

The Community Sports Networks (CSNs) are locally co-ordinated networks of public, private and voluntary sector organisations with an interest in increasing participation in sport and physical activity.

CSNs are made up of:

- Representatives of the local deliverers of sports opportunities, such as professional and amateur sports clubs, private sector sports and fitness clubs, local school sports partnerships, local authority sports facilities and sports development services.
- Individuals representing the sporting interests of particular local community, ethnic, gender and age groups.
- Organisations that provide, commission or support sports activities and interventions to deliver wider outcomes, including from local health, education, skills, community, youth, regeneration and community safety agencies and partnerships in the public, private and voluntary sectors.

Their role in the SS4CS is to identify local need, promote the benefits of sport and physical activity and widen access to sports activities and interventions so that more people want to, and are able to, participate in sport and physical activity. They link community and school sport through working with the School Sports Partnerships that are

in place, or are being developed, in every local authority area. CSNs also have a key role in ensuring that sport is on the agenda and delivering the socio-economic outcomes of the Local Strategic Partnerships and other influential decision-making bodies.

In many places CSNs or comparable networks, alliances or partnerships, already exist at a local level and can be integrated into the SS4CS. Often they are based on a local authority's geographical area, or clusters of neighbourhoods within that area. It is therefore expected that in many instances local authorities will have taken or will take the lead in developing and hosting one or more CSNs. However CSNs do not have to be local authority-led and membership should be determined at a local level depending on the local need and organisations that exist.

Within the SS4CS, the role of non-sporting organisations and partnerships (such as CVS and Volunteer Centres) will usually be through linking in to an existing CSN, although some that operate on an area-wide basis, such as One Voice Suffolk (see below), may also be involved in the CSP.

By joining and working with the local CSN and the CSP, non sporting partners will be able to feed in their knowledge of local needs and priorities that sport and physical activity can help to address. In return they have access to a wide range of potential partners and delivery agents who may be willing to work together on programmes and interventions, and who they can commission to provide sports knowledge and deliver the activity or interventions agreed.

Community Sports Networks are currently being established all over the country, or

where they already exist, they are being further developed to fully deliver as part of the SS4CS. The target is for every local authority area to have at least one 'fit for purpose' CSN by 2008 (equivalent to 353 CSNs), with the number increasing incrementally each year between 2005 and 2008.

Please contact your County Sports Partnership if you want to find out about the Community Sports Networks in your area. For contact details for your CSP see www.sportengland.org/index/get_resources/developing_sport/county_sports_partnerships.htm or contact your local authority sports/leisure unit.

Case studies

How are local infrastructure organisations engaging with SS4CS? Here are two examples.

One Voice Suffolk and Sport Suffolk

There is a developing partnership between sport and the mainstream voluntary and community sector across Suffolk. Sport Suffolk (the CSP) and The One Voice Suffolk Consortium have been working together to look at how sport can engage more proactively with their work across the county. They have been looking at the needs of local sports organisations and the services and support available to them from generic and specialist infrastructure organisations, through:

- articles in county and district VCS publications about sport
- direct contact by Suffolk Sport with Volunteer Centres across the county

- sharing of sporting Do-It.org opportunities with Volunteer Centres
- Suffolk Sport invited to join the One Voice Suffolk Consortium.

A joint conference was held in Suffolk in July 2005. 'ChangeUp – adding value through sport' brought together sport and the VCS sector representatives for the first time and set priorities for the future. A key priority was ensuring that the VCS is represented in Community Sports Networks across the county. www.sportengland.org/east

Partnership in Gedling

Joint planning to meet local need – Gedling Sports and Physical Activity Partnership

In late 2003 Gedling Borough Council identified that, within their area, initiatives and actions relating to sport and physical activity were often developed in isolation with consequent duplication of effort and resources. They decided that instead of developing another Borough Council strategy for sports development or facilities, they wanted to be part of a partnership which brought together all the key agencies involved in sport and physical activity to identify a common strategy for the borough.

In June 2004 an open sports forum was held to discuss the way forward for sports and physical activity in Gedling. Prior to this, event questionnaires were sent to over 400 recipients involved in sport asking them to identify the issues facing sport in Gedling.

Following that initial meeting the Gedling Sports Forum was established to represent the voluntary sports sector, The Gedling Sports and Physical Activity Partnership was also formed to establish, plan, develop and implement the strategy across the borough. Members include: Gedling CVS, Gedling School Sports Partnership, Gedling Primary Care Trust, Gedling Borough Council, Gedling Sports Forum, Sport England (East Midlands).

After the open forum a further 100 questionnaires were distributed to sports clubs and an audit and SWOT analysis of all the primary and secondary schools was undertaken through the School Sport Co-ordinator Partnership.

The information gained from the questionnaires and SWOT analyses formed the basis for the key areas and priorities within the strategy document. This was supported by geographic and demographic information on the area and the health and well being of its inhabitants. Influence and dynamics of national, regional and sub-regional plans and documents were also taken into consideration to enable the partnership to place a context on their priorities. In June 2005 the partnership launched its strategy, a document that encompasses the needs of local people and combines the resources and the priorities of all the partner agencies. It is truly a well-informed and powerful piece of strategy.

Acronyms 2006

Jane O'Connell presents NACVS' latest annual guide to help you unravel voluntary and community sector jargon

A		ARVAC	Association for Research in the Voluntary and Community Sector
A4A	Awards for All		
ABI	Area Based Initiative	AWM	Advantage West Midlands
ACAS	Advisory, Conciliation and Arbitration Service		
ACD	Active Communities Directorate (Home Office)	B	
ACDF	Active Communities Development Fund	bassac	British Association of Settlements and Social Action Centres
ACE	Arts Council England	BCD	Black and Culturally Diverse
ACEVO	Association of Chief Executives of Voluntary Organisations	BCODP	British Council of Disabled People
ACF	Association of Charitable Foundations	BGFOP	Better Government for Older People
ACIE	Association of Charity Independent Examiners	BID	Business Improvement District
ACL	Adult and Community Learning	BiTC	Business in the Community
ACRE	Action with Communities in Rural England	BLF	Big Lottery Fund
ACS	Association of Charity Shops	BMA	British Medical Association
AfA	Action for Accreditation	BME	Black and Minority Ethnic
AGM	Annual General Meeting	BRE	Better Regulation Executive
AIF	Area Investment Framework	BRTF	Better Regulation Task Force
ALI	Adult Learning Inspectorate	BSA	Basic Skills Agency
ALM	Action Learning Matters	BSL	British Sign Language
ALW	Adult Learners' Week	BTCV	British Trust for Conservation Volunteers
		BTEG	Black Training and Enterprise Group

BURA	British Urban Regeneration Association	CES	Charities Evaluation Services
		CEV	Centre for European Volunteering
		CFC	Change for Children
C		CFN	Community Foundation Network
CAB	Citizens Advice Bureau	CFO	Co-Financing Public Sector Intermediary Organisation
CAFCASS	Children and Family Court Advisory and Support Service	CG	Communities Group (Home Office)
CAMHS	Children and Adolescent Mental Health Services	CHC	Community Health Council
CAS	Community Accountancy Service	CHIP	City Housing Improvement Plan
		CIC	Community Interest Company
CBI	Confederation of British Industry	CIO	Confederation of Indian Organisations
CCG	Community Care Grant		
CCP	Community Care Plan	CIO	Charitable Incorporated Organisation
CCT	Compulsory Competitive Tendering	CIPD	Chartered Institute of Personnel Development
CDF	Community Development Foundation	CLS	Community Legal Service
CDW	Community Development Worker	CLSP(s)	Community Legal Service Partnership(s)
CDX	Community Development Exchange	CO	Chief Officer
		CoAg	Countryside Agency
CED	Community Economic Development	COI	Central Office of Information
CEDC	Community Education Development Centre	COVER	Community and Voluntary Forum Eastern Region
CEF	Community Empowerment Fund	CPA	Comprehensive Performance Assessment
CEFET	Central England Forum for European Training	CPO	Compulsory Purchase Order
CEHR	Commission on Equality and Human Rights	CPPIH	Commission for Patient and Public Involvement in Health
CEMVO	Council of Ethnic Minority Voluntary Organisations	CPRE	Campaign to Protect Rural England
CEN	Community Empowerment Network	CRB	Criminal Records Bureau
		CRE	Commission for Racial Equality
CEO	Chief Executive Officer	CRU	Civil Renewal Unit (Home Office)
		CSC	Community Sector Coalition

CSF	Community Support Framework	DWP	Department for Work and Pensions
CSR	Comprehensive Spending Review		
CSV	Community Service Volunteers		
CTN	Charity Trustees Network	E	
CVDU	Charities and VCS Development Unit (Home Office)	EAPN	European Anti Poverty Network
CVS	Council(s) for Voluntary Service	EC	European Commission
CWG	Compact Working Group	ECM	Every Child Matters
CYP	Children and Young People	EDE	Economic Development & Enterprise
CYPFD	Children, Young People and Families Directorate (DfES)	EEDA	East of England Development Agency
		EIA	European Information Association
D		EIF	European Investment Fund
DAAT	Drug and Alcohol Team	EMDA	East Midlands Development Agency
DAT	Drug Action Team		
DCMS	Department of Culture, Media and Sport	EMU	Economic and Monetary Union
DDA	Disability Discrimination Act	EO	Employers Organisation
DEFRA	Department for Environment, Food and Rural Affairs	EOC	Equal Opportunities Commission
DEL	Departmental Expenditure Limit	EOY	End of Year returns
DfES	Department for Education and Skills	ERDF	European Regional Development Fund
DFG	Disabled Facilities Grant	ERN	English Regions Network (umbrella organisation for Regional Assemblies)
DH	Department of Health	ES	Employment Service
DIAL UK	Disability Information and Advice Line services UK	ESF	European Social Fund
DIG	Disablement Income Group	ESOL	English for Speakers of Other Languages
DNGNet	Disability Network Group	ESV	Employer Supported Volunteering
DRC	Disability Rights Commission	ETF	Environmental Task Force (New Deal)
DSC	Directory of Social Change	EU	European Union
DTA	Development Trusts Association		
DTI	Department for Trade and Industry		

F		GOWM	Government Office for the West Midlands
FAQs	Frequently Asked Questions		
FAWN	Funding Advice Workers Network	GOYH	Government Office for Yorkshire and the Humber
FCAS	Federation of Charity Advice Services	GSCC	General Social Care Council
FCDL	Federation for Community Development Learning		
FE	Further Education	H	
FIAC	Federation of Independent Advice Centres	HA	Housing Association
FPS	Free Professional Services	HACT	Housing Associations Charitable Trust
FSO	Forum Support Organisation	HAZ	Health Action Zone
		HC	Healthcare Commission
		HCOP	Healthier Communities & Older People
G		HDA	Health Development Agency
GAYE	Give As You Earn	HE	Higher Education
GLA	Greater London Authority	HIMP	Health Improvement and Modernisation Plan
GNVQ	General National Vocational Qualification	HLC	Healthy Living Centre
GO(s)/ GOR(s)/ GRO	Government Office(s) in the Region(s)/Government Regional Office	HLF	Heritage Lottery Fund
GOE	Government Office for the East of England	HMRC	Her Majesty's Revenue and Customs
GOEM	Government Office for the East Midlands	HMT	Her Majesty's Treasury
GOL	Government Office for London	HO	Home Office
GONE	Government Office for the North East	HR	Human Resources
GONW	Government Office for the North West	HRD	Human Resource Development
GOSE	Government Office for the South East	HSE	Health and Safety Executive
GOSW	Government Office for the South West		
		I	
		IAG	Information and Guidance
		ICAS	Independent Complaints Advisory Service
		ICT	Information and Communication Technologies

IDeA	Improvement and Development Agency	LBGU	London Borough Grants Unit
IEG statement	Implementing Electronic Government statement	LDA	Local Development Agency
liP	Investors in People	LEA	Local Education Authority
ILP	Independent Living Project	LEGI	Local Enterprise Growth Initiative
IPCC	Independent Police Complaints Commission	LEI	Local Employment Initiative
IPPR	Institute for Public Policy Research	LETS	Local Exchange Trading System
IRT	Identification, Referral and Tracking	LGA	Local Government Association
ISBN	International Standard Book Number	LGBT	Lesbian, Gay, Bisexual and Transgendered
ISG	Information Services Group	LIF	Local Initiatives Fund
ISO	Infrastructure Support Organisation	LIFT	Local Improvement Finance Trust (NHS LIFT)
ISP	Internet Service Provider	LIO	Local Infrastructure Organisation
		LIT	Local Implementation Team (usually attached to targets in the NSF)
		LPSA	Local Public Service Agreement
		LRD	Labour Research Department
		LSC	Learning and Skills Council
		LSC	Legal Services Commission
		LSP	Local Strategic Partnership
		LVDA	Local Volunteering Development Agency
J			
JAR	Joint Area Review		
JCB	Joint Commissioning Board		
JIP	Joint Investment Programme (Health and Social Services)		
JRCT	Joseph Rowntree Charitable Trust		
JRF	Joseph Rowntree Foundation		
JSA	Job Seekers' Allowance		
		M	
		MEP	Member of European Parliament
		MHF	Mental Health Foundation
		MIS	Management Information Systems
L			
LA	Local Authority	MOA	Memorandum of Agreement
LAA	Local Area Agreement	MP	Member of Parliament
LAP	Local Action Plan	MV	Millennium Volunteers
LASA	London Advice Services Alliance		

N		NICVA	Northern Ireland Council for Voluntary Action
NACRO	National Association for Care and Resettlement of Offenders	NIMHE	National Institute for Mental Health in England
NACVS	National Association of Councils for Voluntary Service	NIP	Neighbourhood Improvement Programme (part of SRB6)
NAVCA	National Association for Voluntary and Community Action (NACVS' new name with effect from June 2006)	NJC	National Joint Council (for Local Government Services)
NAWO	National Alliance of Women's Organisations	NLC	National Lottery Commission (National Lottery regulator)
NCH	National Children's Home	NNDR	National Non Domestic Rate
NCVCCO	National Council of Voluntary Child Care Organisations	NOCN	National Open College Network
NCVO	National Council for Voluntary Organisations	NOMS	National Offender Management Service
NCVYS	National Council for Voluntary Youth Services	NPS	National Procurement Strategy
NDC	New Deal for Communities	NRF	Neighbourhood Renewal Fund
NDC	National Disability Council	NRS	Neighbourhood Renewal Strategy
NDPB	Non Departmental Public Body (Quango)	NRU	Neighbourhood Renewal Unit (ODPM)
NEF	New Economics Foundation	NSF	National Service Framework
NESTA	National Endowment for Science, Technology and the Arts	NSNR	National Strategy for Neighbourhood Renewal
NFP	Not for profit	NTO	National Training Organisation
NGO	Non Governmental Organisation	NVMF	National Volunteer Managers Forum
NHS	National Health Service	NVQ	National Vocational Qualifications
NHSE	National Health Service Executive	NWDA	North West Development Agency
NI	National Insurance	NYA	National Youth Agency
NIACE	National Institute of Adult and Continuing Education	O	
NICE	National Institute for Clinical Excellence	OCN	Open College Network
NICEC	National Institute for Carers and Educational Counselling	ODPM	Office of the Deputy Prime Minister

OFSTED	Office for Standards in Education	Q	
OHS	Occupational Health Service	QSTG	Quality Standards Task Group
OISC	Office of the Immigration Services Commissioner		
ONS	Office for National Statistics	R	
OU	Open University	RA	Regional Assembly
OWW	One World Week	RAISE	Regional Action and Involvement South East
		RAWM	Regional Action West Midlands
P		RCC	Rural Community Council(s)
PAF	Performance Assessment Framework	RCO	Refugee Community Organisations
PALS	Patient Advocacy and Liaison Service	RCU	Regional Co-ordination Unit (ODPM)
PAT	Policy Action Team	RDA	Regional Development Agency
PAYE	Pay As You Earn	RDA	Rural Development Area
PC	Patients' Council	REACH	Retired Executives Action Clearing House
PCG	Primary Care Group (Health)	REC	Racial Equality Council
PCO	Primary Care Organisations	RIN	Rural Issues Network
PCT	Primary Care Trust	RNIB	Royal National Institute for the Blind
PDF	Portable Document Format	RNID	Royal National Institute for Deaf People
PF	Patients' Forum	ROTA	Race on the Agenda
PFI	Private Finance Initiative (public/private sector partnership)	ROW	Rights of Women
PIC	Public Interest Company	RPI	Retail Price Index
PLA	Pre School Learning Alliance	RSA	Royal Society of Arts
PPI	Patient and Public Involvement	RSI	Repetitive Strain Injury
PPP	Public Private Partnership (similar to PFI above)	RSIN	Rural Stress Information Network
PQASSO	Practical Quality Assurance System for Small Organisations	RSL	Registered Social Landlord
PSA	Public Service Agreement	RSVP	Retired and Senior Volunteers Programme
		RVSN	Regional Voluntary Sector Network

S		SSE	School for Social Entrepreneurs
SACRE	Standing Advisory Councils on Religious Education	SSP	Statutory Sick Pay
SAZ	Sports Action Zone	SSP	Sub-regional Strategic Partnership
SBS	Small Business Service	SSRG	Social Services Research Group
SCIE	Social Care Institute for Excellence	SU	Strategy Unit (Cabinet Office)
SCS	Sustainable Community Strategy	SWF	South West Forum
SCVO	Scottish Council for Voluntary Organisations	SWOT	Strengths, Weaknesses, Opportunities and Threats
SCVS	CVS Scotland		
SDA	Sex Discrimination Act	T	
SenU	Social Enterprise Unit	TLA	Three Letter Acronym
SEU	Social Exclusion Unit (ODPM)	TNA	Training Needs Analysis
SHA	Strategic Health Authority	TPAS	Tenants Participation Advisory Service
SING	Sexuality Issues Network Group		
SKiLD	Skills and Knowledge for Local Development	TSO	The Stationery Office
SLA	Service Level Agreement	TUC	Trades Union Congress
SMART	Specific, Measurable, Achievable, Realistic, Time-related	TUPE	Transfer of Undertakings (Provision of Employment) Regulations 1981
SME	Small or Medium Sized Enterprise	U	
SMP	Statutory Maternity Pay	UCE	Unsolicited Commercial Email (spam)
SOFA	Standard of Financial Activity	UDC	Urban Development Corporation
SORP	Statement of Recommended Practice (charity accounts)	Ufi	University for Industry
SR	Spending Review	URC	Urban Regeneration Company
SRB	Single Regeneration Budget	URL	Uniform Resource Locator (for access to the internet)
SRI	Socially Responsible Investment		
SSC	Safer & Stronger Communities	V	
SSC	Sector Skills Council	VA	Voluntary Action
SSCF	Safer & Stronger Communities Fund	VAT	Value Added Tax
SSD	Social Services Department		

VC	Volunteer Centre	W	
VCGU	Volunteering and Charitable Giving Unit (Home Office)	WAI	Web Accessibility Initiative
VDA	Volunteer development agency	WCVA	Wales Council for Voluntary Action
VE	Volunteering England	WEA	Workers' Education Association
VCO(s)	Voluntary and Community Organisation(s)	WEEE	Waste Electrical and Electronic Equipment (EU Directive)
VCS	Voluntary and Community Sector	WEETU	Women's Employment Enterprise and Training Unit
VFI	Voluntary Finance Initiative	WEN	Women's Environment Network
VOCOSE	Voluntary, Community and Social Economy	WF	Work Foundation
VONNE	Voluntary Organisations Network North East	WRC	Women's Resource Centre
VPDU	Voluntary and Community Sector Partnership & Delivery Unit (Home Office). Formerly Active Community Unit	WRVS	Women's Royal Voluntary Service
VSNTO	Voluntary Sector National Training Organisation	Y	
VSO	Voluntary Sector Option (New Deal)	YOT	Youth Offending Team
VSO	Voluntary Service Overseas		

Guardian Glossary

The Society Guardian website has a glossary providing hundreds of phrases from the public and voluntary sectors with links to websites where you can find more information.

<http://society.guardian.co.uk/glossary>

If you have any other acronyms which you would like to see in a future list, please contact Jane O'Connell, Information Co-ordinator at NACVS, jane@nacvs.org.uk

Suggestions for the bookshelf 2006

Each New Year sees the publication of a new resource list for CVS. This year's key purchases are highlighted with an asterisk. All contact details appear at the end of the article.

General

Changing lives: CVS making a difference for local people

Nicola Hill/Nicola Mayer

2004

£3.00 full version

25p summary

NACVS

Communicating with the public ... a guide for those in the front line

Michael Kindred and Malcolm Goldsmith

1997

ISBN 0 9530494 0 X

£3.50

4M Publications

Developing teamwork ... from an understanding of personality

Malcolm Goldsmith and Michael Kindred

2001

ISBN 0 9530494 4 2

£7.50

4M Publications

Directory of UK Self Help Groups

G-text

www.ukselfhelp.info

Good Campaigns Guide for the Voluntary Sector

Tess Kingham and Jim Coe

2005

ISBN 0 719916 51 8

£25.00 (£17.50 NCVO members)

NCVO

Managing Your Community Building – a practical handbook

3rd edition, 2000

ISBN 0 900787 75 9

£14.95 (£10.95 members)

Community Matters

The Minute Taker's Handbook

Lee Comer and Paul Ticher

2002

ISBN 1 900360 99 3

£9.95

Directory of Social Change

Moving Pictures: Realities of voluntary action

Duncan Scott et al

2000

ISBN 1 861342 33 0

£11.16

Policy Press

Occupying Community Premises – guidelines for community associations and local authorities

2nd edition, 2004

ISBN 0 900787 81 3

£18.95 (£14.95 members)

Community Matters

Once upon a group... a book to help members of groups (that's all of us!)

Michael and Maggie Kindred

1998

ISBN 0 9530494 2 6

£7.50

4M Publications

Shap Calendar of Religious Festivals

£6.00

The Shap Working Party on World Religions in Education

So, you're on a committee now... a guide for anyone involved in the work of a committee

1999

ISBN 0 9530494 3 4

£7.50

4M Publications

Telephone Helplines Directory 2006

ISBN 1 871089 85 9

£20.00

Resource Information Service

**The Voluntary Agencies Directory*

24th edition, 2005

ISBN 0 719916 45 3

£25.00 (£17.50 for NCVO members)

NCVO

New edition due February/March 2006.

The Voluntary Sector: Comparative perspectives in the UK

2003

ISBN 0 415309 75 1

£26.99

Taylor and Francis

Volunteer Centre Directory

Volunteering England

www.volunteering.org.uk/finder

The Well-Connected Community: A networking approach to community development

Alison Gilchrist

2004

ISBN 1 86134 527 5

£15.19

The Policy Press

Any directories of local voluntary groups

Directory to your local authority departments and services, and to local health services, if there is one.

Management

A Management Companion for Voluntary Organisations

Tim Cook and Guy Braithwaite

2000

ISBN 1 900360 67 5

£12.50

Directory of Social Change

The Complete Guide to Business and Strategic Planning for Voluntary Organisations

Alan Lawrie

2nd edition, 2001

ISBN 1 900360 87 X

£12.50

Directory of Social Change

The Complete Guide to Creating and Managing New Projects for Voluntary Organisations

Alan Lawrie
2nd edition, 2002
ISBN 1 903991 15 3
£12.50

Directory of Social Change

The Good Management Guide for the Voluntary Sector

John Harris
2002
ISBN 0 7199 1589 9
£25.00 (£17.50 members)
NCVO

Juggling on a Unicycle: A short guide to organising a small voluntary agency

Full set can be downloaded from:
www.lse.ac.uk/collections/CCS/publications/Small-Agencies-pubs/small-agencies.htm

**Just About Managing: Effective management for voluntary organisations and community groups*

Sandy Adirondack
Fourth edition
ISBN 1 872582 96 9
£25
LVSC

Managing at the Leading Edge: New Challenges in Managing Nonprofit Organisations

Mike Hudson
1st edition, 2003
ISBN 1 903991 43 9
£16.95
Directory of Social Change

**Measuring Effectiveness – A self-evaluation toolkit for the national network of Councils for Voluntary Service*

Can be accessed on our website at:
www.nacvs.org.uk/nacvs/publications/measuring.shtm

**NACVS Guidelines for CVS (ongoing)*
Can be accessed on our website (NACVS members, associates, affiliates only) at
www.nacvs.org.uk/members/restrict/guidelines

**Voluntary but not Amateur: A guide to the law for voluntary organisations and community groups*

Jacki Reason, Ruth Hayes & Duncan Forbes
7th edition, 2004
ISBN 1 872582 71 0
£28.00
LVSC

Compacts

Compact on Relations between Government and the Voluntary and Community Sector in England, 1998

Local Compact Guidelines, 2000

To be replaced by a *Local Compact Workbook* in 2006

Compact Code of Good Practice on Community Groups, 2003

Consultation and Policy Appraisal: A Code of Good Practice, 2000

Black and Minority Ethnic Voluntary and Community Organisations: A Code of Good Practice, 2001

Funding and Procurement: A Code of Good Practice, 2005

Volunteering: A Code of Good Practice, 2005

Also available is the *Compact Summary Pack* containing an introduction to the Compact and the Codes of Practice.

All publications are free and available on the Compact website www.thecompact.org.uk. For hard copy contact the Compact Working Group, tel **020 7520 2454** or email compact@ncvo-vol.org.uk.

Employment

The Good Employment Guide for the Voluntary Sector

Lucy McLynn
4th edition, 2005
ISBN 0 719916 56 9
£25.00 (£17.50 NCVO members)
NCVO

Just Job Evaluation: the PEACe approach
(CDRom)

2005
PEACe
£99 (35% discount for NACVS members)

ACAS produces a range of useful advisory booklets and publications on employment issues. These can either be purchased from ACAS or downloaded directly from:

www.acas.org.uk

The Labour Research Department has a range of titles covering issues from employment to equal opportunities. Subscription costs £33.45 and you will receive around 11 booklets a year.

Equalities

Anti discrimination training pack
£25.00 (plus £3.50 p&p)
Peak District Rural Deprivation Forum

**Directory of Lesbian, Gay and Bisexual Organisations*

2004/05
First copy free to consortium members, £10 for further copies and for non-members.
Consortium of Lesbian, Gay and Bisexual (LGB) Voluntary and Community Organisations in partnership with GaytoZ.
A new edition will be published in 2006.

Black Voices at Work

1st edition, 2003
ISBN 1 850066 72 8
£5.00
TUC

Equalities Resources

NACVS
www.nacvs.org.uk/resources/toolkits/equalitiesresources.doc

**Good Practice in Action: CVS working with BME groups*

Nicola Mayer
2003
Copies available free of charge
NACVS

Islamophobia: A challenge for us all
1998

ISBN 0 902397 98 2
£9.50
Published by the Runnymede Trust, available from Central Books
Managing Diversity in the Workplace
1st edition, 2003
ISBN 0 719916 11 9
£7.50 (£5.25 NCVO members)

Making Diversity Happen! A Guide for Voluntary and Community Organisations
1st edition, 2003
ISBN 0 71991631 3
£15.00 (£10.50 NCVO members)
NCVO

Making Equality Simple: a plain English guide to the 2003 Employment Equality Regulations on religion, belief and sexual orientation for voluntary and community organisations
2005
<http://digbig.com/4fjmm> or
www.ncvo-vol.org.uk

**Toolkit for developing and implementing equal opportunities policies*
Wendy Davies
1st edition, 2003
First copy free to members and associates, additional copies available on the website
NACVS

Racial Harassment: Action on the ground
Gerard Lemos
ISBN 1 898001 71 5
£9.95
Published by Lemos & Crane
Available from NBN International

Financial management
A Practical Guide to VAT
Kate Sayer
2nd edition, 2001
ISBN 1 900360 62 4
£12.95
Directory of Social Change

The Charity Treasurer's Handbook (Starter guide)
Gareth G Morgan, 2002
ISBN 1 900360 89 6
£9.95
Directory of Social Change/
Charities Aid Foundation

The Good Financial Management Guide for the Voluntary Sector
3rd edition, 2005
ISBN 0 719916 62 3
£25.00 (£17.50 members)
NCVO

Practical Guide to Financial Management for Charities
Kate Sayer
2nd edition, 2002
ISBN 1 90399129 3
£14.95
Directory of Social Change

Preparing Trustees' Annual Reports and Accounts
Charity Commission
www.charitycommission.gov.uk/investigations/sorp

Funding
A Guide to Funding from Government Departments and Agencies
Susan Forrester & Anthony Stenson
2nd edition, 2001
ISBN 1 900360 79 9
£4.95
Directory of Social Change

**A Guide to the Major Trusts 2005/06*

Volume 1

ISBN 1 903991 55 2

£29.95

Volume 2

ISBN 1 903991 56 0

£29.95

Directory of Social Change

Directory of Grant-making Trusts 2005/06

ISBN 1 903991 58 7

£85

Directory of Social Change

Also available as a CD-Rom and website

Directory of Social Change

DSC also produce four *Guides to Local Trusts*

£18.95 each

Directory of Social Change

DSC websites

www.trustfunding.org.uk

www.grantsforindividuals.org.uk

www.companygiving.org.uk

www.governmentfunding.org.uk

Effective fundraising – An informal guide to getting donations and grants

2004

Luke FitzHerbert

ISBN 1 903991 40 4

£9.95

Directory of Social Change

FunderFinder website

www.funderfinder.org.uk

Getting started: funding

NACVS

www.nacvs.org.uk/resources/toolkits/fundingresources.doc

The Guide to UK Company Giving 2004/05

John Smyth

ISBN 1 903991 53 6

£29.95

Directory of Social Change

Governance and trustees

Boards that Work: A Guide for Charity Trustees

David Fishel

1st edition, 2003

ISBN 1 903991 16 1

£16.95

Directory of Social Change

The Charity Trustee's Handbook

Mike Eastwood, 2001

ISBN 1 900360 88 8

£9.95

Directory of Social Change

Good Trustee Guide

2003

ISBN 0 719916 10 0

£25.00 (£17.50 for NCVO members)

NCVO

Health and safety

**The Health and Safety Handbook for Voluntary and Community Organisations*

Al Hinde & Charlie Kavanagh

2nd edition, 2001

ISBN 1 903991 01 3

£12.50

Directory of Social Change

Information and communications

**Data Protection for Voluntary Organisations*

Paul Ticher
2nd edition, 2002
ISBN 1 903991 19 6
£14.95

Directory of Social Change

The DIY Guide to Public Relations

Moi Ali
2nd edition, 1999
ISBN 1 900360 53 5
£12.50

Directory of Social Change

Information Management for Voluntary and Community Organisations

Paul Ticher & Mike Powell
2000
ISBN 1 900360 48 9
£12.50

Directory of Social Change

IT

Computanews guides
(including *Managing IT; Data Protection; Buying IT; the Internet*)

£5.00 each
Iasa (London Advice Services Alliance)

IT Manager's Handbook: Getting Your New Job Done

Brian Jaffe and Bill Holtsnider
2000
ISBN 1 558606 46 7
£26.99

Morgan Kaufmann

Making Sense of the Internet: A guide for small voluntary organisations

Tracy Stiles & Mark Watson, 2001
ISBN 1 903991 14 5
£3.95

Directory of Social Change

Wired for Good: Strategic Technology Planning for Nonprofits

Joni Podolsky, 2003
£21.99
John Wiley & Sons

Journals

Computanews, six per year
£20.00
Iasa

**NACVS Circulation*, six copies per year, sent to member CVS automatically, price on application to non-members. Subscription to *Circulation* also includes our fortnightly email bulletin, *Local Infrastructure News eXtra – LINX*.

Local newspaper(s)

Newsletters from local voluntary groups

Third Sector, 50 copies per year
Annual subscription, £79.00
Two year subscription, £142.20

Voluntary Sector, 10 per year
£35.00 for voluntary and community organisations with annual income above £10,000; £25 with income below £10,000. One complimentary copy available from NCVO. Current issue also available at: www.voluntarysector.co.uk

**Wednesday's Guardian*

Learning

Action Learning Matters: a resource pack on Action Learning
NACVS 2004
£20
NACVS

Becoming an Effective Trainer

Gillian Squirrell, 1997

ISBN 1 898924 26 0

£22.95

Russell House Publishing Limited

The Good Practice Guide

October 2002

ISBN 1 897708 23 8

£12.50 (£11.25 members)

Volunteering England

Trainers and Consultants Direct

www.trainersandconsultantsdirect.org.uk**Legal structures**

Charity Commission leaflets. These can be obtained from the publication line **0870 333 0123** or downloaded from

www.charitycommission.gov.uk*Selwyn's Law of Employment*

Norman Selwyn

14th edition, 2006

ISBN 0 199287 30 9

£29.99

Oxford University Press

Sinclair Taylor & Martin Company Handbook and Registers for Voluntary Sector Companies Limited by Guarantee

James Sinclair Taylor & Sandy Adirondack

1st edition, 1999

£39.50

Directory of Social Change

**The Voluntary Sector Legal Handbook*

Sandy Adirondack & James Sinclair Taylor

2nd edition, 2001

ISBN 1 900360 72 1

£42 voluntary organisations, £60 others

Directory of Social Change

Partnerships*Affinity – community associations and CVS working together*1st edition, 2003

Dovetail Management Consultancy

ISBN 0 900787 80 5

First copy free to NACVS members, associates and affiliates

£9.95

NACVS

Making Partnerships Work

2005

£5

The Prince's Trust

www.princes-trust.org.uk/partnership*Making Partnerships Work: A practical guide for public, private, voluntary and community sectors*

Andrew Wilson & Kate Charlton, 1997

ISBN 1 899987 39 8

£9.95

Joseph Rowntree Foundation

Available from York Publishing Services

Research*Community research getting started*

2001

£15.00 ARVAC members and voluntary and community organisations with less than four employees; £30.00 others

ARVAC

Measuring Impact: A Guide to Resources

Susan Wainwright

<http://digbig.com/4fqrg> or www.ncvo-vol.org.uk

Measuring Impact: Case Studies of Impact Assessment in Small and Medium-Sized Voluntary Organisations

The UK Voluntary Sector Research Group
2003

<http://digbig.com/4ftrj> or www.ncvo-vol.org.uk

The UK Voluntary Sector Almanac 2004

NCVO Research Team

ISBN 1 719916 22 4

£25.00 (£17.50 NCVO members)

NCVO

New edition due March/April 2006.

Publications lists

It is useful to keep up-to-date publications lists from the following organisations which all produce a range of titles relevant to the voluntary sector:

Charities Aid Foundation

Community Matters

Directory of Social Change

Federation of Community Development

Learning

NCVO

NIACE

Volunteering England

Addresses

4M Publications

20 Dover Street

Southwell

Notts NG25 0EZ

Tel 01636 813674

www.4mpublications.co.uk

ACAS Publications

PO Box 235

Hayes

Middlesex UB3 1HF

Tel 0870 242 9090

www.acas.org.uk

Association of Charitable Foundations

Central House

14 Upper Woburn Place

London WC1H 0AE

Tel 020 7255 4499

www.acf.org.uk

ARVAC

2d Aberdeen Studios

22-24 Highbury Grove

London N5 2EA

Tel 020 7704 2315

www.arvac.org.uk

Central Books Ltd

99 Wallis Road

London E9 5LN

Tel 0845 458 9911

www.centralbooks.co.uk

Centre for Civil Society, London School of Economics

Houghton Street

London WC2A 2AE

Tel 020 7955 7205

www.lse.ac.uk/collections/CCS

Charities Aid Foundation

25 Kings Hill Avenue

Kings Hill, West Malling

Kent ME19 4TA

Tel 01732 520000

www.cafonline.org.uk

Charity Commission
Harmsworth House
13-15 Bouverie Street
London EC4Y 8DP

Woodfield House
Tangier
Taunton TA1 4BL

12 Princes Dock
Princes Parade
Liverpool L3 1DE
Tel 0845 300 0218
www.charitycommission.gov.uk

Community Matters
12-20 Baron Street
London N1 9LL
Tel 020 7837 7887
www.communitymatters.org.uk

Consortium of Lesbian, Gay and Bisexual
Voluntary and Community Organisations
Unit J414
Tower Bridge Business Complex
100 Clements Road
Southwark
London SE16 4DG
Tel 020 7064 8383
www.lgbconsortium.org.uk

Directory of Social Change
24 Stephenson Way
London NW1 2DP
Tel 020 7391 4800
www.dsc.org.uk

Federation of Community Development
Learning
4th Floor Furnival House
48 Furnival Gate
Sheffield S1 4QP
Tel 0114 273 9391
www.fcdl.org.uk

FunderFinder
65 Raglan Road
Leeds LS2 9DZ
Tel 0113 243 3008
www.funderfinder.org.uk

G-Text
259 Squires Gate Lane
Blackpool FY4 3RE
Tel 01253 402237

John Wiley & Sons Ltd
The Atrium
Southern Gate
Chichester PO19 8SQ
Tel 01243 779777
www.wileyurope.com

Labour Research Department
78 Blackfriars Road
London SE1 8HF
Tel 020 7928 3649
www.lrd.org.uk

lasa
Universal House
88-94 Wentworth Street
London E1 7SA
Tel 020 7377 2748
www.lasa.org.uk

Local Government Association
Local Government House
Smith Square
London SW1P 3HZ
Tel 020 7664 3131
www.lga.gov.uk

London Voluntary Service Council
356 Holloway Road
London N7 6PA
Tel 020 7700 8107
www.lvsc.org.uk

Morgan Kaufmann
Linacre House
Jordan Hill
Oxford OX2 8DP
Tel 01865 310366
<http://books.elsevier.com/mk>

NBN International
Plymbridge House
Estover Road
Plymouth PL6 7PY
Tel 01752 202300
www.nbninternational.com

NCVO
Regent's Wharf
8 All Saints Street
London N1 9RL
Tel 020 7713 6161
www.ncvo-vol.org.uk

NCVO Helpdesk
Tel 0800 279 8798

NCVO Publications
Central Books
99 Wallis Road
London E9 5LN
Tel 0854 458 9910

NCVO Voluntary Sector subscriptions
Tel 020 7520 2565

NIACE
Renaissance House
20 Princess Road West
Leicester LE1 6TP
Tel 0116 204 4200
www.niace.org.uk

Oxford University Press
Great Clarendon Street
Oxford OX2 6DP
Tel 01865 556646
www.oup.co.uk

**PEACe (Personnel Employment Advice
and Conciliation Service)**
LVSC
356 Holloway Road
London N7 6PA
Tel 020 7700 8107
www.lvsc.org.uk

Peak District Rural Deprivation Forum
**Unit 12, Eccles House Telebusiness
Centre**
Eccles Lane
Hope S33 6RW
Tel 01433 621822
www.pdrdf.org

The Policy Press
University of Bristol
4th Floor, Beacon House
Queens Road
Bristol BS8 1QU
Tel 0117 331 4054
www.policypress.org.uk

The Prince's Trust
18 Park Square East
London NW1 4LH
Tel 020 7543 1234
www.princes-trust.org.uk

Resource Information Service (RIS)
Bramah House
65-71 Bermondsey Street
London SE1 3XF
Tel 020 7939 0641
www.ris.org.uk

Russell House Publishing Ltd.
4 St. George's House
The Business Park
Uplyme Road
Lyme Regis DT7 3LS
Tel 01297 443948
www.russellhouse.co.uk

The Shap Working Party
PO Box 38580
London SW1P 3XF
Tel 020 7898 1494
www.shap.org

Taylor and Francis
Cheriton House, North Way
Andover
Hants SP10 5BE
Tel 01264 343071
www.taylorandfrancisgroup.com

Third Sector
Haymarket Publications
Unit 12-13
Cranleigh Gardens Industrial Estate
Southall
Middlesex UB1 2DB
Tel 020 8606 7500
www.thirdsector.co.uk

TUC Publications
Trades Union Congress
Congress House
Great Russell Street
London WC1B 3LS
Tel 020 7467 1294
www.tuc.org.uk/publications

Volunteering England
Regent's Wharf
8 All Saints Street
London N1 9RL

New Oxford House
16 Waterloo Street
Birmingham B2 5UG
Tel 0845 305 6979
www.volunteering.org.uk

York Publishing Services Ltd.
64 Hallfield Road
Layerthorpe
York YO31 7ZQ
Tel 01904 431213
www.yps-publishing.co.uk

If you know of any books that you think should appear on future editions of this list contact:

Jane O'Connell
NACVS
Tel 0114 278 6636
Email jane@nacvs.org.uk

NJC pay scales 2006/07

Agreement has now been reached on rates of pay applicable from **1 April 2006** in line with the settlement agreed in 2004. The rates represent an increase of 2.95% and supersede those published in *Circulation 379.18*.

	SCP*	Old spine 1 Apr 05	New spine 1 Apr 06
Scale 1*	4	£10,872	£11,193
	5	£11,127	£11,454
	6	£11,286	£11,619
	7	£11,649	£11,994
	8	£12,018	£12,372
	9	£12,381	£12,747
	10	£12,642	£13,014
	11	£13,458	£13,854
Scale 2	12	£13,737	£14,142
	13	£14,106	£14,523
Scale 3	14	£14,364	£14,787
	15	£14,664	£15,096
	16	£15,015	£15,459
	17	£15,372	£15,825
Scale 4	18	£15,675	£16,137
	19	£16,260	£16,740
	20	£16,854	£17,352
	21	£17,469	£17,985
Scale 5	22	£17,922	£18,450
	23	£18,450	£18,993
	24	£19,053	£19,614
	25	£19,656	£20,235
Scale 6	26	£20,295	£20,895
	27	£20,970	£21,588
	28	£21,654	£22,293

	SCP*	Old spine 1 Apr 05	New spine 1 Apr 06
SO1	29	£22,512	£23,175
	30	£23,265	£23,952
	31	£24,000	£24,708
SO2	32	£24,708	£25,437
SO2/PO	33	£25,437	£26,187
SO2/PO	34	£26,157	£26,928
PO	35	£26,703	£27,492
	36	£27,411	£28,221
	37	£28,179	£29,010
	38	£29,004	£29,859
	39	£29,958	£30,843
	40	£30,747	£31,653
	41	£31,557	£32,487
	42	£32,361	£33,315
	43	£33,168	£34,146
	44	£33,984	£34,986
	45	£34,746	£35,772
	46	£35,586	£36,636
	47	£36,402	£37,476
	48	£37,212	£38,310
	49	£38,010	£39,132

* **SCP** = Spinal Column Point

Please note that the NJC stopped assigning scales to the spinal column several years ago. NACVS continues to publish them as guidance only.

The London Weighting rates are:

	1 April 05	1 April 06
Inner London	3,012	3,102
Outer London	1,602	1,650
Inner fringe	729	750
Outer fringe	507	522

For more information contact:

Employers' Organisation
Layden House
76-86 Turnmill Street
London EC1M 5LG
Tel 020 7296 6781
www.lg-employers.gov.uk

Celebrating Festivities

Kevin Skingsley, Chief Executive of High Peak CVS, on the birth of their new arts development project.

This article focuses upon the initiation of a new arts development project in the picturesque rural area of the High Peak in Derbyshire. It highlights the factors which came together to enable High Peak CVS to resource a full-time Arts Development Officer (ADO). It is a tale of spotting opportunities, patience, political lobbying and game playing.

In June 2002, High Peak CVS became operational with the Chief Executive coming into post. One of my first tasks was to evaluate the levels of need of the local voluntary and community sector (VCS) and the types of development support within the patch.

Once bitten twice shy

Arts development was an interesting area. A part-time ADO had been funded by High Peak Borough Council in conjunction with Buxton Opera House, with the Opera House employing the same person as an Arts Education Officer in order to increase hours to full-time. Interestingly, many of the arts VCS groups appreciated the support they had received whilst the local authority was disappointed that the ADO had not taken a more strategic lead. After an initial three-year funding period the post came to an end.

Strategic priorities

High Peak Borough Council obtained resources to enlist a consultant to work with stakeholders to develop the High Peak Arts Strategy which was subsequently adopted by the Council. Many of the market town health checks and local village plans highlighted an ADO as a support to implementation of the plans.

Economic benefits

In 2002, DeMontfort University published research, *Festivals and the Creative Region, the economic and social benefits of Cultural Festivals in the East Midlands*. Out of 11 festivals across the region highlighted in this study, four were in the Peak District. The study found these festivals to have an income of £1 million with a further £7 million being spent on local businesses in the festival areas.

Conception

In the spring of 2003, I presented a paper to our Board highlighting the demand for, and the potential opportunity of developing, an ADO post. This approach was endorsed by the Board but it was a year later that the local economic partnership recognised the potential of creative industry development by ring fencing £50,000 for the Peak District. Several expressions of interest were submitted and after an initial appraisal, the

successful applicants met to consider the economic partnership's desire for large projects and whether the consortium approach could work. We ended up with an agreement for three projects to form a consortium, with the Derbyshire Chamber acting as the accountable body.

Match funding nightmares

Whilst the economic partnership was warming to the project, the other potential funders were decidedly lukewarm. High Peak Borough Council needed to convince the Arts Council that their investment was long-term and offer reassurances that the project added value by being within a CVS. This would be the first time that the Arts Council had invested strategic monies in a CVS in the East Midlands and to my knowledge in the rest of the country.

The fourth funder, Derbyshire Learning and Skills Council, had no open bidding round and was just starting to implement substantial budget cuts. They eventually came on board because of the substantial training outputs within the post and our proven training track record. Ironically, it was the politicians within High Peak Borough Council who were the last to come on board. They were unhappy that the economic partnership investment was short term and threatened to abort the project at this late stage due to a lack of resourcing in year three.

Winning the day

My longest rollercoaster week started with thinking I had lost the project on the Tuesday, with the Council withdrawing and saying they would not invest, followed on Wednesday by a night of lobbying hard at a Local Area Forum where council portfolio leads were present. The next day was spent in discussion with my Chair about what to do next and an agreement to call the Council's bluff by offering to underwrite 50% of the funding gap in year three. If we could offer this with our meagre resources we figured the Council could not back away.

Birth

After over two years of labour the project is finally born with the new full-time ADO starting in January 2006. It will be interesting to see how the baby grows. The labour pains will no doubt dim in significance over time but I will always remember not to take no as an answer, to value allies and to be patient.

For more information see
www.highpeakcvs.org

Negotiating and managing public sector contracts

Trudy Muwanga explains the purpose of NCVO's new Voluntary Sector Management of Public Service Delivery Network.

Context

Delivering public services is one of the options through which voluntary and community organisations (VCOs) can serve the needs of their beneficiaries. It is also an increasingly important source of income for the voluntary and community sector (VCS). Many VCOs already play a significant role in public service delivery, with the potential to take on an even greater role. According to the NCVO's *UK Voluntary Sector Almanac 2004*, the VCS receives 37% of its income from the public sector – a figure set to grow as it is recognised that, in certain areas VCOs can deliver services better than either the private or public sectors – given the right conditions.

One of the conditions is access to generic and specialist support in managing the contracting process. This is often complex and challenging to VCOs, as they sometimes lack in-house expertise in the different parts of the contract sourcing, negotiation and management process.

In order to help address this situation NCVO's Sustainable Funding Project (SFP), in partnership with Futurebuilders England, has launched a Network for those working in the voluntary and community sector with responsibility for negotiating and managing public service contracts.

Network aims

The Network will facilitate the development of the necessary skills, and enhance partnership working between the public and voluntary and community sectors. It aims to develop capacity within the voluntary and community sector, and will provide a forum for peer support, networking and professional development opportunities. Specific tools will include publications, resources and events focused on promoting effective partnership working.

To further these aims, the Network will draw on and expand guidance already being developed in this area. In Spring 2006, NCVO's Sustainable Funding Project and Futurebuilders England will publish a *Guide to Procurement for Voluntary and Community Organisations* to help small and medium sized voluntary and community organisations gain a better understanding of the complex realm of rules, procedures, and practice that constitute public sector procurement.

NCVO's Sustainable Funding Project and Futurebuilders England will also be working with NACVS to disseminate learning and cascade skills throughout the sector, to ensure that all organisations, large or small, are fully supported.

Membership

The Network will serve a diverse membership with organisations becoming both beneficiaries of, and contributors to, its activities. Membership will benefit voluntary and community organisations currently involved in, or working towards involvement in, the delivery of public services. Statutory authorities and agencies interested in enhancing their understanding of the voluntary and community sector will also benefit through developing their dialogue with service providers.

Outcome

The Network's activity will be underpinned by a focus on, and commitment to, promoting effective partnership working, not just across the two sectors, but also within the voluntary and community sector. To this end one of the key undertakings will be to identify linkages and highlight opportunities for creating partnerships between small and large voluntary and community organisations.

NCVO's Sustainable Funding Project

Support for the Network reflects the priorities and concerns of NCVO and the Sustainable Funding Project.

NCVO aims to create a culture within the voluntary and community sector where it is voluntary and community organisations, not the funders, who are in control of their futures.

The Sustainable Funding Project is a first-stop shop encouraging and enabling voluntary and community organisations to explore and exploit a full range of funding and financing options to develop a sustainable funding mix. Futurebuilders-England will be a key partner in developing the Network.

Futurebuilders England

Futurebuilders is a £125m Home Office backed investment fund for developing the capacity of the voluntary and community Sector to deliver public services in England. Voluntary and community organisations often have the flexibility, community links and skills to deliver the best public services, but it is important that they also fully understand how to negotiate and manage contracts. Futurebuilders is working with NCVO to help develop this understanding.

Getting involved

For more information and to join the Network contact Trudy Muwanga on **020 7520 2489** or email ***Trudy.Muwanga@ncvo-vol.org.uk***

NACVS bulletin

Latest news from NACVS

NACVS and NCVO join forces

NACVS and NCVO are joining forces in 2006 to collaborate on major policy areas, share documents, make joint submissions and hold shared conferences.

www.nacvs.org.uk/news/ncvoagreement.shtm

Action Learning Matters

Welcome to Ruth Townsley who joined NACVS on 25 January as Action Learning Matters Manager. Her email address is ruth@nacvs.org.uk

Reaching Communities programme and 'Communities of interest'

The Big Lottery Fund has confirmed that its Reaching Communities programme is not only for 'communities of place' such as neighbourhood groups, but also for 'communities of interest' (for example minority ethnic groups, disabled groups, refugees communities) who may be geographically dispersed.

www.dsc.org.uk/charityexchange/com_of_interest0106.html, also www.biglotteryfund.org.uk/programmes/reachingcommunities/index2.htm

New members

NACVS welcomes East Riding Voluntary Action as a new associate member and

Volunteering England as a new affiliate member.

Financing Hub tenders

The ChangeUp Finance Hub, is inviting tender proposals for a large number of pieces of work, including: resources to support advice workers, community accountancy, BME voluntary and community organisations policy and advocacy work, and the launch and development of the website.

www.financehub.org.uk/?Commissioning

Local Strategic Partnerships consultation

NACVS is putting together a response to ODPM's consultation on LSPs. Further details are available on our website at www.nacvs.org.uk/news/lspfuture.shtm. Please note that the deadline stated is 31 January, however, we will endeavour to include points received from you up until mid-February.

Dates for your diary

- Effective trustees: effective organisations
21 February, Leicester
- Chief Officers' Residential Event (CORE)
24 to 26 April, Peterborough
- NACVS Annual Conference
19 & 20 September, Warwick.

www.nacvs.org.uk/nacvs/events

Performance Standards and Quality Award

NACVS performance standards will be launched at the Chairs' and Trustees' Conference in February 2006. The NAVCA quality award will be launched at the Chief Officers' Residential Event in April. For more information see *Circulation* article 389.10 in this issue.

Hubs

The ChangeUp National Hubs of Expertise are starting to deliver. This issue of *Circulation* is a Hubs special. Dianne Leyland provides an overview of progress in article 389.5. Articles 389.6-389.9 provide more details about specific Hubs and projects.

Latest news

For further updates see our website at www.nacvs.org.uk, especially www.nacvs.org.uk/news and www.nacvs.org.uk/thisSite/whatsnew

One size does not fit all

A response to Ted Cantle's article on community cohesion by **Isabel Hudson** (Women's Resource Centre), **Dinah Cox** (Race On The Agenda) and **Trish Pashley** (Greater London Action on Disability).

In the last edition of *Circulation* (388.2), Ted Cantle argued that funding for services for particular ethnic or cultural groups was counter-productive because it reinforces division and separation and helps to institutionalise inadequate mainstream provision of services. Cantle's argument applies as much to the whole voluntary sector as it does to equalities organisations, and reveals a misunderstanding about the nature of equalities organisations and why they are set up.

Arguably, the whole voluntary and community sector – not just the equalities part – helps institutionalise gaps in statutory service provision because it shores up the statutory sector and applies sticking plasters that allow inadequate state provision to continue. For example, children's charities supporting abused children fill gaps in social services that could otherwise result in higher rates of mental health problems and suicide. This allows the state to continue failing to provide adequate protection. However, while children's charities should (and do) work in partnership with statutory services and campaign to institutionalise the work that they do, this will take decades and in the meantime their services and expertise are vital.

Equalities organisations have a similar relationship to the state but there are key differences between them and most generic voluntary organisations such as children's charities that debates around funding and community cohesion often fail to appreciate.

Distinct features of equalities organisations

Equalities organisations, such as women's organisations, black and minority ethnic (BME) organisations, lesbian and gay organisations, and disabled people's organisations, have two key functions. Firstly, as Cantle pointed out they identify and fill gaps in mainstream service provision. Secondly and equally importantly, they provide a safe environment in which people who face discrimination can organise and strengthen themselves and their communities.

This second function sets them apart from both statutory bodies and mainstream voluntary organisations and is the reason why they are worthy of dedicated investment. Equalities organisations are set up by people facing particular kinds of oppression and discrimination to protect themselves and others and to address and reduce that discrimination. For example, rape crisis centres were set up by women who have faced gender-based violence to provide a

safe space to heal and grow, and to provide support to other survivors and work to end sexual violence. Similarly the disabled people's movement has stressed the importance of organisations being run by and for disabled people ('nothing about us without us'), because traditionally disabled people have been 'done to' and pitied by non-disabled people as victims in need of charity.

Existing minorities need support too

Self-organisation is necessary not just for new migrant communities as Cattle acknowledged, but also for women and all minority groups that continue to face discrimination. For example, minority ethnic people born in Britain face systematic racism and social exclusion. Even a qualified graduate from a BME community is twice as likely to be unemployed as a white graduate (Office of National Statistics, 2005). British-born minorities and women need 'capacity building' as well as new refugee and other migrant communities. Sexual and physical violence against women are still at extremely high levels, with two women killed every week by a current or former partner (Women and Equality Unit, 1999). Racism, sexism, homophobia and other forms of oppression are deep societal problems that will not disappear overnight.

Cattle argues that 'single group funding' should be abandoned in favour of funding that incentivises cross-cultural work, and he supports the ODPM select committee's call to fund only those community centres that "cater for a range of cultural groups rather than centres for separate groups". This proposal was rightly rejected by the government on the grounds that it would be over-bureaucratic as there were already guidelines in place.¹ Any further restriction on

funding for groups led by particular communities would perpetuate segregation by excluding from funding the very groups that are the most marginalised.

Community cohesion risks turning the clocks back

These efforts to improve community cohesion risk turning the clocks back on some of the empowerment and progress that minority communities have achieved over the last few years. The government defines a cohesive community as one where "there is a common vision and a sense of belonging for all communities; the diversity of people's different backgrounds and circumstances are appreciated and positively valued; those from different backgrounds have similar life opportunities; and strong and positive relations are being developed between people from different backgrounds in the workplace, in schools and within neighbourhoods".²

We are a long, long way from this vision. Far from diversity being valued, women and people from minority groups are expected to fit into community structures and systems that have evolved around the needs of the white male population. This leads for example to the persistent gender and ethnicity pay gap, where minority ethnic women earn on average just £118 per week, or 59% of minority ethnic men's earnings and just 32% of average white men's earnings (Equal Opportunities Commission, 2004). Disabled people also face systematic discrimination: 33% of disabled women and 37% of disabled men aged under 50 are in employment, compared with 67% for all women and 78% for all men (Office of National Statistics, 2005).

The first ever law to protect lesbian and gay people from discrimination, rather than criminalise them, was introduced just two years ago. Homophobia is a powerful and widespread form of discrimination and abuse in schools, families and workplaces, with serious consequences including an increased risk of homelessness, mental health problems and suicide in the LGBT community.

Although some efforts have been made to invest in equalities organisations that work to address this kind of persistent systematic inequality and disadvantage, funding systems still institutionally discriminate against minority groups that work outside the mainstream and on unpopular or controversial issues. For example, a Home Office study found that women's organisations received just 1.2% of central government funding, in spite of them making up approximately 7% of registered charities.³ A Joseph Rowntree Foundation study in 2004 found that black and minority ethnic organisations perceive that they are treated unfairly by funders, through over-scrutiny, stereotyping and inaccurate perceptions of the way in which they work.⁴ While 7% of the population is lesbian, gay, bisexual or transgender, an estimated less than 1% of funding addresses LGBT needs specifically (Kairos in Soho, 2005).

More effective ways to foster partnerships

While Cantle's article raised important issues about the need to work in partnership and the importance of cross-cultural interaction, particularly for white-led organisations, translating these concerns into funding policy is highly problematic. There are far more effective ways to foster partnerships between people of different backgrounds and across the voluntary sector than cutting funding to

groups led by particular communities. For example, networks – such as the London ChangeUp Black, Minority Ethnic and Refugee, Faith, and Equalities Sub-Group – which develops partnerships between umbrella bodies from different equalities sectors, encourage and facilitate successful cross-cultural interaction.

There are many examples of equalities organisations set up by, and for, a particular community that work across cultural and other boundaries. For example, Leap is a BME organisation in Harlesden that works with young men on gun crime. Although most of its members are young black men, it also works with young white men from the local community who have the same issues and needs. Similarly, the Rape And Sexual Assault Support Centre (RASASC) in Croydon has started offering a service to men because it recognised that this need is not being met elsewhere. Counselling is offered to men on one day a week when women are not using the centre, in order to maintain the women only service that female clients need. Because the organisation is led by women, it still meets the needs of women rape survivors in a way that a mixed organisation cannot.

Needs not met by generic organisations

Experience has shown that marginalised groups' needs are often not met in generic organisations. For example women and girls often ask for single sex services in order to feel and be safe and be able to develop and reach their potential in an environment that meets their needs rather than, by default, the needs of men.

User-led equalities organisations are important because without them issues essential for equality would never be raised –

for example, without decades of persistent campaigning by women's organisations, rape in marriage would not have been made illegal in 1991. Currently women's groups are raising unpopular and complex issues that other organisations are reluctant to touch, such as female genital mutilation and the sexualisation of women in the media.

Targeted funding is needed

Without targeted funding for women's and other equalities organisations, these politically unpopular issues get sidelined in favour of those that receive mainstream support, and women's organisations struggle to survive and continue their often life-saving services. For example, in the last year Maternity Alliance was forced to close after 25 years of campaigning and service provision to vulnerable women, at a time when maternity services are still subject to postcode lottery and funding cutbacks. An African women's organisation, ABANTU for Development, has closed its UK office, which had provided essential community development for African women's organisations working with some of the most deprived communities in the UK.

Mainstream voluntary organisations and CVS need to work in partnership with equalities groups to call for serious, targeted investment in user-led organisations for women and minority groups. Without strong independent equalities organisations, marginalised groups' voices will not be heard and needs will not be met. There is still so much further to go to reach the government's vision of cohesive communities where those from different backgrounds have similar life opportunities, and equality will not be achieved without well supported user-led equalities organisations.

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Notes

¹ Government Response to the ODPM Select Committee Report on Social Cohesion, July 2004, see **<http://digbig.com/4fyjn>** or **www.neighbourhood.gov.uk**

² Ibid.

³ *Central government funding of voluntary and community organisations, 1982/83 to 2001/02*, 2004, Home Office, see **<http://digbig.com/4fyjp>** or **www.homeoffice.gov.uk**

⁴ *Black voluntary and community sector funding, civic engagement and capacity-building*, Chouhan and Lusane, 2004, Joseph Rowntree Foundation.