

Invest to Save

Round 9


Oldham Local  
Strategic  
Partnership

October 2006

## ISB Round 9 bid proforma

Project title	Volunteering for Oldham
Local Authority (only one bid per authority area is allowed)	Oldham M B C
Parties to project. Highlight the lead partner and clearly identify the main project contact	Oldham Partnership, Oldham MBC, Voluntary Action Oldham  Lead partner: OMBC
Compacts information where Third Sector organisations are involved	Yes we have a Compact  This project will comply with the Compact Volunteering Code of Good Practice.  Oldham has had a Compact since 2001 a working group was recently set up to refresh the Compact. A refreshed Compact along the Codes of Good practice will be put before Oldham Partnership in November. Members of the Compact working group are involved in the writing of this bid ensuring that the Volunteering Code of Good Practice is integral to the bid.
High Level Objectives of project – what you aim to achieve	The project aims to co-ordinate and increase the recruitment and placement of volunteers across the public sector (including OMBC employees), private sector (as part of an Employee Supported Volunteering Scheme) and Third Sector agencies who are working together through the Oldham Partnership. The project will specifically target activity commissioned by the Oldham Partnership, in order to achieve a range of outcomes including meeting volunteering and community engagement targets and priorities throughout the five Blocks of the Oldham LAA.  It is envisaged that this project will:  a) increase the capacity of the voluntary and community sector and improve the quantity and impact of volunteering b) provide a crosscutting delivery mechanism for the LAA; c) deliver a major element of Oldham's response to the Ted Cattle Review of Community Cohesion in Oldham.
Priorities within Local Area Agreement that the project aims to meet	The project will specifically contribute to the LAA indicators to increase the number of people engaged in formal volunteering.  All 5 blocks of the Oldham LAA have outcomes which can be successfully achieved through the placement of volunteers. For example, trained volunteers could help us to achieve many of our targets on community safety, community cohesion, health, etc.  The Healthier Communities and Older people block has a specific target to increase the number of people 50+ who undertake a supportive community role, e.g. volunteers engaging in Health and Social Care activities.

	<p>The Oldham Partnership commissioning process will identify the activities and agencies which will deliver volunteering as a crosscutting contribution to many of our LAA targets. Examples of activity that could be identified and commissioned including the recruitment of successful entrepreneurs to mentor new social enterprise businesses. This would be delivered through the Oldham Collective a public sector social enterprise support project. Other work may involve the training of volunteers to act as community development workers.</p>								
<p>Description of project – short note on the key features of the project and the benefits it will bring.</p>	<p>The project is to be coordinated by the Policy and Commissioning Unit within OMBC who will work closely with the LAA Blocks in developing activity that can be delivered in the third sector. Voluntary Action Oldham increase their activity around the placement of volunteers which is currently restricted to the vol sector. It is hoped that they will develop the capacity of the public sector (eg PCT, OMBC Police and colleges) to be able to involve volunteers and manage them effectively.</p> <p>This project would build a Volunteer Development Agency that performs the 6 key functions of volunteering 'good practice' as recognised by Volunteering England's Quality Mark:</p> <ul style="list-style-type: none"> <li>Volunteer Brokerage</li> <li>Marketing Volunteering</li> <li>Good Practice Development</li> <li>Developing Volunteer Opportunities</li> <li>Policy Response and Campaigning</li> <li>Strategic Development of Volunteering</li> </ul> <p>There would also be scope for developing additional volunteering strands such as Employee Supported Volunteering.</p> <p>Ultimately, this project will see the crosscutting delivery of LAA outputs and a much more strategic approach to volunteer placement.</p>								
<p>Which aspect(s) do you consider to be genuinely innovative?</p>	<p>At present, in Oldham, there is little volunteer activity outside of the voluntary sector (and what does take place is un-coordinated). This project is innovative as it will co-ordinate across all sectors and across all LAA activity. It will be able to approach volunteer placement, development and management on a cross sectoral basis. The project will develop an innovative and strategic approach to identifying priorities and gaps in provision and commissioning appropriate volunteering services and projects This will ensure much greater value for money.</p>								
<p>ISB funding sought £</p> <p>Current Capital</p>	<table border="1"> <thead> <tr> <th>07/08</th> <th>08/09</th> <th>09/10</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>£259,045</td> <td>£259,808</td> <td>£266,252</td> <td>£785,185</td> </tr> </tbody> </table>	07/08	08/09	09/10	Total	£259,045	£259,808	£266,252	£785,185
07/08	08/09	09/10	Total						
£259,045	£259,808	£266,252	£785,185						

Total	This is all revenue (current) funding
Endorsement of bid by the Local Strategic Partnership (Signature of Chair and date)	This has now been received and the bid will be signed off by Nick Brown and Bill Edwards  Chair: Oldham Partnership Executive Principal of Oldham Sixth Form College



Chair of Oldham Partnership Steering Group  
Oldham Resident.

## Introduction

The Oldham Partnership is the Local Strategic Partnership (LSP) for the Borough of Oldham. The Partnership is a forum through which providers of public services (the local authority, the police, health services, central government agencies, and voluntary bodies) work effectively together to meet local needs and priorities.

We have an approved Local Area Agreement that operates in five blocks as opposed to the normal four.

- ❑ Children & Young People
- ❑ Healthier Communities & Older People
- ❑ Safer & Stronger Communities
- ❑ Economic Development and Enterprise

Oldham has introduced a fifth "block" into its Local Area Agreement:

- ❑ Housing.(this reflects Oldham's status as an HMRF Pathfinder, and the strategic significance of housing to our LAA)

The Local Area Agreement will help the Oldham Partnership to focus on strategic outcomes, based on joint-needs analysis and robust evidence from across the Partnership. The LAA will minimise the bureaucracy associated with having to deal with a large number of funding streams, and will accelerate the pace of partnership working.

Within the Safer Stronger Communities Block there is a target to increase the number of people engaged in (defined) volunteering activity. This contributes to the outcome around empowering local people to have a greater say over local decision making.

This bid is aimed at coordinating the current volunteer activity across the borough and across sectors, in order to provide a much more strategic approach to the involvement of volunteers which will maximise the impact on the delivery of the LAA and the long term sustainable delivery of public services by the third sector.

The key elements of this proposal are therefore, to commission activity to build the capacity of the voluntary sector to be able to provide development opportunities to the public sector, this will involve bringing them up to the standards currently operating in the Volunteer Centre. Currently this service is only available to the voluntary sector. This will ensure that all organisations involving volunteers operate to the same code of practice.

Additionally the project will work with the LAA block partnerships to identify activities that could be commissioned directly from the LAA giving coordinated volunteer activity opportunities that will deliver LAA outcomes.

## Objectives of project

The Local Area Agreement and this Invest to Save bid is seen as an enormous opportunity for the Oldham Partnership to accelerate the pace of change in Oldham by joint needs analysis, priority setting, delivery, performance management and commissioning. We will use the LAA to move towards more efficient, transparent and effective systems of service delivery and resource deployment for the benefit of our residents. We envisage that this bid and the close links with the Local Area Agreement will be the strategic tool for improving partnership working and redefining the relationship between the third sector and the public sector, and to bring forward partnerships with the private sector to introduce their employees to volunteering.

In Oldham, there are over 600 Third Sector groups. The local Volunteer Development Agency, The Volunteer Centre, which is managed by Voluntary Action Oldham (VAO) is currently restricted to working solely with the Third Sector. Volunteers are already making a difference to the delivery of Public Services in Oldham, however this is not fully co-ordinated so information and the level of service delivery is frequently not captured or recognised.

This project will share good practice across sectors to increase the reach of volunteering activity and to raise standards in volunteer management. As the expertise currently exists in the third sector, this Invest to Save bid concentrates on a third sector agency delivering capacity building activities to public sector organisations. Increased co-ordination and partnership working, combined with improved training for other organisations across the sectors will raise the standards of Volunteer Management, this will lead to improved Public Service delivery within the commissioned activities (examples are contained within section 12), and co-ordinated delivery of volunteer support.

The project will build on the 6 core functions of a Volunteer Development Agency as recognised by Volunteering England's Quality Mark and within the Compact Volunteering Code of Good Practice, ie, Brokerage, Marketing Volunteering, Good Practice Development, Developing Volunteering Opportunities, Policy Response & Campaigning and Strategic Development of Volunteering.

The project has been designed to mirror the capacity building activities currently delivered by the Volunteer Centre for third sector organisations and will greatly increase the capacity of the public sector to involve volunteers in a more strategic role. It will do this by:

- 1. Increasing the capacity of the third sector, public sector and private sector and improving the quality, quantity and impact of volunteering in Oldham. In particular we will commission a third sector agency to deliver the capacity building to organisations hoping to involve volunteers in a more strategic manner.**

This aim of the project will ensure the national standard (6 core functions) will be delivered and established within all sectors. Below is an outline of how they will be applied and the added benefits their application will provide to volunteering in Oldham.

### **1.1 Brokerage**

**Match both individuals and groups interested in volunteering with appropriate opportunities both in the local community or in a capacity within the public sector. Hold information on a comprehensive range of opportunities. Offer potential volunteers support and advice matching their motivation to volunteer with appropriate volunteering opportunities.**

Currently this function is only offered to the Third Sector. This proposal will enable the Brokerage function to be extended to the Public Sector and to potential volunteers from the Private Sector who want to volunteer in the Third Sector or the Public Sector.

Volunteering activity will be closely aligned to the targets contained within the LAA. Where appropriate Oldham LSP will commission specific activity that can be delivered with volunteer involvement, through the Third Sector. Although this will be public sector activity, it will be additional to the type of activity that would normally be undertaken. An example might be Schools working with volunteers to support Key Stage 1 children to improve Reading, Writing and English.

### **1.ii Marketing and Volunteering**

**Stimulate and encourage local interest in volunteering and community activity. This will include promoting and marketing volunteering through local, regional and national events and campaigns.**

The Invest to Save Budget will be used to enable creative and innovative ways to attract people to volunteering opportunities. It will use a variety of materials and technology, including the Oldham Council website, the innovative 'Fact Sheet' programme, and Volunteering England's web site, to reach and appeal to a diverse range of potential volunteers and enable ease of access into opportunities.

This is an area where the Private Sector will be encouraged to assist the Third Sector by offering expertise to develop marketing strategies.

### **1.iii Good Practice Development**

**Promote good practice in working with volunteers to all volunteer involving organisations. Deliver training and accreditation for potential volunteers, volunteer managers and the volunteering infrastructure.**

All sectors will benefit from a shared knowledge. One aim of the ISB is to encourage the sectors to learn from each other. By enabling the sharing of good practice this project will raise the quality, quantity and impact of volunteering.

The ISB funding will also provide opportunities for personal and organisational development training and accreditation in volunteer management. It will also provide training for potential volunteers in the form of a pre-volunteering awareness programme and personal development for active volunteers to increase opportunities to gain paid employment or enter further education. There will also be opportunities for Private Sector Employees to become involved in Employer Supported Volunteering Schemes. Employers will be briefed in the benefits of the schemes to their employees personal development and encouraged to release their staff to volunteer as part of their Corporate Social Responsibility plans. Again this would be around targeted volunteer activity that would hit LAA outcomes.

### **1.iv Develop Volunteering Opportunities**

**Work in close partnership with statutory, voluntary and private sector agencies as well as community groups and faith groups to develop and coordinate local volunteering opportunities. Understand the potential offered by the local communities and work with them to realise this potential. Target specific groups which face barriers to volunteering. Work creatively to develop imaginative, non-formal opportunities for potential volunteers.**

The ISB will enable the partners to increase the number of volunteering opportunities available. It will support volunteer-involving organisations to create opportunities according to local priorities and needs by working with the Oldham Partnership and the LAA blocks to look at deficits in capacity in the areas outlined as targets for the LAA.

### **1.v Policy Response And Campaigning**

**Identify proposals or legislation that may impact on volunteering. It will lead and/or participate in campaigns on issues that affect volunteers or volunteering. Campaign proactively for a more volunteer-literate and volunteer-friendly climate.**

This project will keep up to date on current thinking around volunteering and disseminate information to volunteer-involving organisations that will have benefit or impact on their work. The ISB will enable the project to add to current service provision and will be

mindful of involving volunteers in appropriate roles that do not substitute for paid employment.

**1.vi Strategic development of volunteering Inform strategic thinking and planning at a local, regional and national level.**

Volunteers are the life-blood of many organisations who are delivering Public Services. This project will raise the awareness of the value of volunteering and the benefit of volunteer involvement. At the planning and implementation stages of project design and delivery it is hoped that this project have influence at a strategic level to ensure that the involvement of volunteers is considered. It is exactly this aim that the project will develop. One of the outcomes of the Oldham LAA is around empowering local people to have a greater voice and influence over local decision making and the delivery of services. By coordinating volunteers we will be able to greatly enhance this aspect of LAA performance.

**2. Increase Confidence Of Public Sector To Procure The 3<sup>rd</sup> Sector To Deliver Public Services**

2.1 The capacity building activities contained within this project will raise the standards within volunteer-involving organisations in sectors other than the Third sector. Once the Third Sector agency has delivered the capacity building, training organisations will be encouraged and enabled to participate in personal and organisational volunteer management programmes.

The ISB project will document and publicise good practice quality standards and accreditation programmes in order to inform the Public Sector procurement departments of the range of activities that volunteer-involving organisations may have achieved. This is an identified indicator within the Oldham LAA, and as such it could be some of the first activity to be commissioned from the Safer and Stronger Communities Block.

We would see this as a two way process and as such by reverse, we also see opportunities to increase the confidence of the third sector to contract with the public sector.

**3. increase volunteer management skills by offering a range of personal and organisational development programmes**

ChangeUp – Capacity Building and Infrastructure Framework for the Voluntary and Community Sector – Active Communities Directorate 2004 states that;

‘Poor management of volunteers in the local voluntary and community sector continues to be a major cause of volunteer drop out. There is a need to develop high quality programmes to enhance the skills of the paid and voluntary managers of volunteers. Training and support for organisations that involve volunteers can be delivered in partnership with other infrastructure networks’

The ISB allocation will enable a programme of personal and organisational development programmes for Volunteer Managers to be implemented to compliment existing skills and to utilise existing expertise to raise standards. A range of programmes such as Investing in Volunteers will be explored for their appropriateness and suitability.

**4. The development of the project commissioning proposals through the Policy and Commissioning Unit will ensure that we will provide a crosscutting delivery mechanism for the outcomes contained in all five blocks of the LAA.**

The Oldham Volunteer Centre fielded 582 enquiries and made 771 referrals over the course of the year 2005. 407 of these were Female, 175 Male and 121 BME. The data suggests that Oldham follows current National trends; Younger people volunteer more than older people and BME people less than white people. The people who are least likely to volunteer are BME people over the age of 30.

The early findings from the 2005 home office citizenship survey show an 8.5% increase in numbers of people volunteering between 2001 and 2005. This equates to 2.1% per year, but most of this growth took place over the two years from 2001 to 2003. The 2003 Citizenship survey showed a 8.6% increase over the 2001 data which equates to 4% over the two years 2001 –3. If this 2% annual growth were projected on to Oldham’s data it would result in the following rates of enquiry.

There are no local or national measures for the percentage of enquiries that turn into full volunteers and therefore the first year will have to provide baseline data on the conversion rate.

	2005 - 6	2007		2008		2009	
		enquiries	placements	enquiries	placements	enquiries	placements
Female	407	415	baseline	423	+2%	432	+2%
Male	175	179	baseline	182	+2%	186	+2%
BME	121	123	baseline	126	+2%	128	+2%
BME 30+	-	baseline	baseline	-	+2%	-	+2%
Totals	582	594		606	+2%	618	+2%

Enquiries	% Growth Placements	% growth enquiries
492	14%	21%
212	14%	21%
146	14%	21%
	2%	4%
704		

*“Enquiries” in this data is not a casual approach but represents a person who has booked for an initial interview as a volunteer and has therefore begun the process of formal volunteering. Placements represents a person who has spent at least 6 months in formal volunteering. The change accomplished represents a 15% increase over the projected data based on national trends and the volunteer centre’s own data.*

In addition the project will advise organisations and deliver training on how to achieve standards of good practice and forums for volunteer coordinators.

	2007	2008	2009
Organisations/departments receiving advice	60	60	60
Organisations/departments receiving training	50	50	50
Volunteer coordinator’s forums	4	4	4

### 3. Funding requirements for project

Funding requirements should be set out in the following format:

	2007-08	08-09*	09-10*	Total
<b>ISB Funds sought</b>				
current	259,045	259,808	266,252	785,105
capital				
<i>Sub - Total</i>				
<b>Match funding from the project partners</b>				
Body Oldham MBC				
current	86,349	86,603	88,751	261,703
capital				
<i>Sub - Total</i>				
Body Y				
current				
capital				
<i>Sub - Total</i>				
<b>Match Funding Total</b>				
<b>Total Project Funds</b>	<b>345,394</b>	<b>346,411</b>	<b>355,003</b>	<b>1,046,808</b>

#### Costs explanation

##### Staff

It is anticipated that the organisation, (yet to be commissioned) that will provide the support to the public sector organisations will require three members of staff. This will provide a project coordinator, project officer and administrative support. These assumptions are based on figures provided from the Volunteer Centre that currently supports voluntary sector organisations with volunteer management capacity building. There is a similar staff structure in place for the Third Sector work and as such it is considered reasonable to mirror this structure.

OMBC will develop and pilot the employer supported volunteering schemes. The lessons learned from the piloting of this service will become transferable to other public sector agencies. It is envisaged that lessons learned, will be disseminated to organisations hoping to develop similar schemes following the pilot by OMBC. This will ensure further savings within the public sector by negating the need to 'buy in' training.

<b>Invest to Save</b>					
	Year 1	Year 2	Year 3	Description	total
Salaries/NIC/Pension	£99,644.00	£101,733.00	£103,885.00	salary	305,262
Recruitment	£1,500.00			overhead	1,500
PC/Desks/Chairs	£5,000.00			overhead	5,000

IT support/software	£250.00	£258.00	£266.00	overhead	£774
Staff Training	£5,000.00	£5,000.00	£5,000.00	overhead	15,000
Staff Travel	£500.00	£515.00	£530.00	overhead	£1,545.00
Commissioning Pot	£150,000.00	£150,000	£150,000.00	overhead	£450,000.00
Volunteer expenses	£20,000.00	£20,000.00	£20,000.00	training	£60,000.00
Publicity	£8,500.00	£8,605.00	£8,713.00	overheads	£25,818.00
Pubs and Subs	£500.00	£515.00	£530.00	overheads	£1,545.00
Management	£35,000.00	£38,000.00	£41,000.00	salaries	£114,000.00
Premises	£9,500.00	£9,785.00	£10,079.00	premises	£29,364.00
Administration	£10,000.00	£12,000.00	£15,000.00	salaries	£37,000.00
<b>TOTALS</b>	<b>345,394.00</b>	<b>346,411.00</b>	<b>355,003.00</b>		<b>£1,046,808</b>

The project could not proceed on a smaller scale as we are hoping to develop a multi partner approach to coordinating volunteer activity in Oldham. This will allow us to develop and monitor projects that contribute towards the success of the LAA. By reducing the project we would risk not engaging all volunteer activity that would negate the success of the rest of the projects. Scaling back the project would mean there would be gaps in provision and gaps in our knowledge of exactly what volunteer activity was being undertaken. This could lead to duplication of activity, thereby reducing the effectiveness and value for money of the smaller project.

The proposed bid is the minimum required for the activity to be successful.

#### 4. Innovation

The extent to which this bid has been developed in partnership with VAO is, in itself, innovative. However it is intended that the major element of innovation will be around the commissioning of activity.

Oldham has moved away from traditional methods of external resource allocation. For a number of years allocation was monopolised by the best bid writers, and was predominantly funding led. This meant that organisations were constantly chasing any pots of external support, without reference to any long term strategic vision.

Through the LSP, we have completely transformed this approach. We consider ourselves, now, to be 'funding fed'. This means that the LSP has long term goals, contained in the Community strategy and an implementation plan for achieving those goals, (the LAA). With funding pooled the LSP is able to commission specific activity that is viewed as critical to achieving the LAA outcomes.

Although the Invest to Save allocation will not be pooled, the activity will be closely aligned to the LAA. Activity undertaken by volunteers within the project will therefore be commissioned by the Block partnerships. For example the Safer and Stronger Communities block may wish to commission activity around increasing volunteers acting as community liaison workers. Each volunteer will receive an induction in roles and responsibilities. This would work towards two key indicators in the LAA, increasing the number of people volunteering, and developing a volunteer's employment opportunities.

This means that, at this stage, detailed identification of work packages cannot be provided (because they have yet to be identified by the LAA Blocks). However what it does demonstrate is that the LSP is not merely a signatory to the bid, but will remain closely involved with the project. The whole project will be driven by the LSP through the LAA Blocks. They will be integral to the commissioning process and will receive regular (quarterly) progress reports. This will allow changes to the project that may be required, in order to react to changing influences outside of the project.

Volunteering has previously only been coordinated across the voluntary, community and faith sectors. This project will extend coordination to statutory and private sectors. The principle innovation of this project is to extend the 6 core functions of volunteer development into the statutory and private sectors and to coordinate volunteering across all three sectors.

## **5. Benefits to users**

The project will have a number of benefits to a range of users. Ultimately the project will benefit the LAA process through the delivery of outcomes contained within it. However the process we are proposing will ensure that both individuals volunteering and organisations participating will also benefit.

### **1. INDIVIDUALS VOLUNTEERING**

By developing a common volunteering code of conduct across sectors and developing the model established in the Volunteer Centre, we can realise the following benefits to the individual:

- information around volunteering opportunities and expectations;
- a friendly, empathetic response to their initial enquiry;
- a sensitive, non-judgemental response to personal issues discussed;
- training to develop skills and confidence;
- information/signposting on wider issues such as childcare, benefits etc;
- encouragement, general support, advice and guidance ;
- networking opportunities with other volunteers.

By appropriate matching of volunteers to volunteer placements, and with a clear understanding of that volunteer's expectations, they will develop skills and experience which will better equip them to volunteer fully, which may lead to employment opportunities and access to further education or additional training. Unlike formal training, volunteering offers a person-focused means of gaining hands on experience in ways that suit individual needs.

Significant numbers of people live in isolation for reasons that include lack of family/social networks, low levels of confidence and self esteem, health issues etc. This project addresses isolation by introducing individuals to new opportunities and by mentoring them to engage in voluntary activity.

Individuals who volunteer are better empowered and motivated to make a real difference within their communities.

All of these benefits contribute to the LAA indicators around reducing worklessness, increasing the numbers of people who feel they can influence local decision making and increasing the numbers of people involved in volunteering.

## 2. ORGANISATIONS

Organisations involving themselves, particularly in the public sector will also realise a number of benefits that will contribute towards LAA outcomes, whilst generating cash saving efficiencies.

- ❑ advice and guidance on policies and good practise
- ❑ training e.g. role descriptions for volunteers; supervision and support; managing volunteer expectations; effective recruitment; dealing with problems and conflict; appropriate expenses
- ❑ publicity and referrals of prospective volunteers
- ❑ forums to exchange experiences and offer mutual support

In particular, large organisations that currently involve significant numbers of volunteers, will, through adoption of a fully developed code of practice, eliminate duplication of activity within their operations, again demonstrating cash saving efficiencies. Further benefits that will accrue through the coordination of the full package of volunteering within one project will allow the better matching up of volunteers and organisations.

This project has been developed in partnership with VAO in Oldham who run the Volunteer Centre, currently only operating in the Third Sector. They have confirmed that rolling out this service across sector will allow much better economies of scale and coordination across sectors will realise a much more strategic deployment of volunteer services.

## 6. Estimated savings

Volunteering is a major contributor to the success of the economy because it allows activities to take place that have a beneficial social impact and which reduce the need for spending in other areas. The Oldham Baseline mapping survey "Mapping the Voluntary, Community and Faith Sector" estimated that the economic value of volunteering in Oldham, costed according to the minimum wage amounts to £6.7 million pounds worth of contribution to the Oldham economy per year.

Volunteer input continues to underpin the voluntary sector. The 2003 Home Office Citizenship Survey (HOCS) estimates that 42% of the population of England and Wales volunteered formerly at least once in the last 12 months, an estimated 1.1 million full-time UK workers would be needed to replace formal volunteers, well over twice the number of full-time equivalent paid employees in the voluntary sector. This would be at a cost of approximately £25.4 billion (based on the national average wage)

The economic equation of volunteering: Pilot study for Research in Social Policy (CRSP), found that:

"The value of volunteering is widely recognised and promoted, but its economic value has rarely been explored. Nor has its cost, although organisations have argued for some time that recruiting, managing and supporting volunteers all require time and money.

This study was designed to develop and pilot a method to measure these aspects of volunteering. It focused on twelve small voluntary organisations providing social welfare services, and produced estimates of their total expenditure on volunteers and the market value of their volunteers' work, the annual value of volunteering per organisation ranged from £2,000 to £14,000, with a total of £80,000 for the 12 organisations."

- ❑ Applying the National Average Wage (the only previous approach to estimating volunteer value) to the same organisations instead of local rates produced a figure 50 per cent higher, at £120,000. This highlights the advantage of the study's more precise method for calculating volunteer value.
- ❑ Adding volunteer management and organisational running costs of around £30,000 produced a figure of nearly £110,000 – a minimum 'replacement cost' of providing the twelve services.

- There is a return of between £2 and £8 for each pound invested by most organisations in their volunteers.

This illustrates the difficulty in assessing an accurate value for this project. We are, in essence hoping to capture and coordinate what has in the past gone on completely unrecorded. What we can put a value on, is the worth of the volunteer work that operates solely in the Third Sector and then apply that to the potential worth of volunteering across sectors.

We can however, estimate savings based on economies of scale. For example, without coordination, there would be the requirement that each public sector organisation would employ an employer supported volunteer scheme coordinator. ISB will allow us to pilot the service and disseminate the findings and a code of practice to all partners.

Similarly the costs of marketing and finding volunteers can be reduced through a coordinated marketing strategy.

	Invest to Save	Costs without ISB	Assumptions Made	Savings
Marketing & Publicity	£21,815	£114,060	Without coordination, a minimum of 4 organisations would be marketing to volunteers from all sectors.	£92,245
Employer supported vol scheme	£105,000	£420,000	As different public sector organisations develop an ESVS, costs will be associated with each organisation. This assumption is 4 orgs	£315,000

## 7. Additionality test

This project could not proceed without the intervention of the Invest to Save award. Although some work would continue, mainly continuing the existing voluntary sector activity, the opportunity to coordinate additional activity and to properly target activity towards LAA activity would be lost. As a result Oldham would be in a position where volunteer involvement continued to duplicate activity and lack any form of targeting.

Uniquely the project will achieve additionality at both a programme level (through the LAA) and at a project level, within the LAA blocks. There are a number of outcomes contained within the LAA (programme level) that volunteers could contribute towards if properly coordinated. These include:

- Young people playing a positive role in the community
- Integrated services to support independence and improved engagement of older people as active citizens
- Empowering local people to have a greater voice and influence over local decision making and the delivery of services.

At a project level there are a number of indicators that will be delivered through the involvement of volunteers, examples of activity that might be commissioned are contained within the matrix in section 12.

## **8. Accountability and audit**

The Accountable Body for the ISB project will be Oldham Metropolitan Borough Council. OMBC have extensive and successful history in delivering major external funding programmes. Their external auditors are the Audit Commission. The project will be audited on a yearly basis and the results of the audits will be provided in the required six monthly progress report. Their (OMBC) responsibilities will include

- ❑ To be formally accountable to Central Government for the delivery of 'Vounteering For Oldham'
- ❑ To establish and manage effective programme monitoring systems, both financial and performance
- ❑ To put in place sound financial management systems ensuring regularity propriety and value for money
- ❑ To notify Central Government of any significant changes to the project
- ❑ To manage the commissioning of volunteer packages and projects

This process will be managed by the Policy and Commissioning Unit based in the Strategy and Resources Directorate of Oldham MBC. They will be independent of the day to day running of the project, but will act as project overseer.

Value for money

Using existing technology and adding to the capacity of the existing volunteer infrastructure will enable the mirroring of, and improvement to service provision and delivery of good practice across sectors. Utilising existing IT resources and frameworks will include substantive quantitative and qualitative monitoring and evaluation software that will provide quarterly reporting on;

**Volunteers**, gender, ethnicity, age, disability, employment status, post code.

**Organisations**, sector, placements, support received, retention.

**Opportunities**: record and evaluate new opportunities.

**Impact**: record baseline and additional services developed, progress and application of learning in personal and organisational development

This software programme will have the facility to measure and report annually on the value of volunteering to each organisation through the value of the work done and cost efficiencies made through volunteering. This annual, in depth report, will be an integral part of the risk assessment process.

## **9. Strategic Support**

LSP Endorsement

"The co-ordination and recruitment of volunteers in Oldham emerged as a strategic priority for the Local Strategic Partnership in the negotiation of our Round 2 Local Area Agreement. Our LAA includes targets to increase volunteering and increase the number of contracts awarded to the voluntary and community sector.

Both the Oldham Partnership Executive (Chaired by the Principal of Oldham Sixth Form College Nick Brown) and the Oldham Partnership Steering Group (Chaired by local resident Bill Edwards) fully endorse this bid. It has the full support of both the public sector and voluntary, community and faith organisations represented on the LSP. Strategically, the LSP sees this ISB submission as an ideal opportunity to develop its response to the Cantle Report, delivering (through multi-

agency working) a cross-cutting range of LAA targets and address a strategic priority. As such projects that might be commissioned have been produced to reflect these targets and are contained within the matrix in the final section."

John Eley, Oldham Partnership Development Manager

## 10. Long-term pay-off from ISB investment

The partnership has identified that to increase the capacity of the volunteer-involving organisations will pay dividends in the future.

Capacity Building Activity **leads to** Volunteer-Involving Organisations **leads to** Increased ability to recruit **leads to** manage and retain volunteers = Increased capacity to deliver Public Services

Volunteering England has a ten year strategy for modernising the network of Volunteer Centres. This Invest to Save allocation will enable Oldham to be at the forefront of the changes that will be implemented. It will provide an evidence base for other local authority areas and unitary authorities to examine and replicate and subsequently co-ordinate their volunteering activity. The ten year strategy proposes that Volunteer Centres and Public Sector agencies work more closely together to consolidate and align policies and procedures and to avoid duplication and increase productivity. It advocates pooling resources to extend the reach of volunteering to increase accessibility to all people in the community. The ten year plan has a framework for sustaining activity by producing a national guideline for long-term funding which is supported by Central Government and the Local Public Sector.

There is currently an untapped wealth of expertise within the Public Sector and the Private Sector which will be targeted to form long-term relationships with Volunteer-Involving Organisations.

Develop Employer Supported Volunteering Schemes **leading to** Recruitment of expertise  
**leading to**- Introduce to (strengthened) Volunteer-Involving Organisations **leading to**  
Increased Capacity to Deliver Public Services

Within the matrix in section 12, there are many examples of how volunteers can be involved in the delivery of Public Services.

## 11. Lessons Learned

The project will gather information about volunteering in Oldham to improve the design of volunteer programmes in the future. The Vbase volunteering database gathers a wide range of sensitive information about volunteers including age, gender, and ethnicity. This will enable us to build an accurate profile of volunteers in Oldham. In addition work is proposed that will build a picture of the time spent by volunteers in their volunteering activity and the patterns of the volunteering they accept. The volunteer coordinators forum will allow this project to share intelligence about volunteer activity and will allow volunteer coordinators in Oldham to pool their detailed knowledge of their own areas.

This will provide a detailed portrait of the behaviour patterns of volunteers in the town that can be shared through the volunteer coordinators forum and disseminated on the VAO online web portal. There is a lack of detailed information, at a national level, on the behaviour of volunteers and so the project may share its findings available through its national networks such as NAVCA, Volunteer England and the Association of Metropolitan Authorities.

## 12. Project cycle management Governance

Guidance referred to in the “Invest to Save” documentation requires that a project should be managed by a project board under a strong chair. The chair holds responsibility for agreeing plans, deviation from plans, managing risk, keeping the project delivering according to plan, final approval of all spending including commissioning, resolving any conflicts, approving all project communications and reports, and appointing and advising the project manager. Since this project is a true partnership it must not be under the ownership of any one partner and decisions must be taken with the consensus of the project partners.

The project board will have 10 members:

One from each of the LAA block partnerships representing the stakeholders who will supply volunteers and recommend activities to be commissioned;

One member from the VCF Partnership, representing the Voluntary, Community and Faith Sectors;

One member from the Community Cohesion Advisory Group, to advise on community cohesion issues;

The chief Executive of the Delivery body, to represent that bodies interests;

One from the Oldham Partnership Steering group or executive

One from OMBC

The member from the Economic partnership should be from the Private sector or a representative of a trade union active in the public sector.

The project manager will report to the project board as an officer and will report on delivery against milestones, achievement of outcomes, spending against profiles, and will raise any issues.

The project manager will meet quarterly with the case manager within the Policy and Commissioning Unit, to report on project delivery. The chair of the project board will be the SRO and will be from the accountable body.

The board will not be quorate without the chair, the project manager, and 3 other members.

#### Reporting Structure

There will be a close relationship between the team appointed from the Third sector to build capacity within other sectors, and the employer supported volunteer scheme. This will allow placements to be identified at an early stage in the process. One person will be responsible for all record keeping, both financial and performance. That person will be responsible for quarterly reporting to the Policy and Commissioning Unit who will be responsible for reporting into both the LAA Block Partnerships and the Oldham Partnership (LSP). The officers within the Policy and Commissioning Unit have a successful record of delivering a wide range of externally funded programmes and projects.

Day to day performance will be the responsibility of the steering group or project board who will receive regular updates from the lead officer.

#### Key Milestones

MILESTONE	Achieved By	Comments
Establishment of project steering group	Project start date	Critical to the momentum of the project. The steering group, in consultation with the LAA Blocks will develop the work packages that will be commissioned. Structure of the group is critical to ensure no conflicts of interest with potential deliverers of commissioned activity. The steering group will be the key performance management

		overseers. Important members may include local Trades Unions in order to ensure there is no suggestion that agencies are using volunteers to subsidise running costs, but are delivering additional activity.
Commissioned activity package1: Appointment of voluntary sector agency to provide capacity building to public sector agencies involving volunteers.		One of the key themes of the project will be to commission a voluntary sector agency that is capable of building on established good practice in Oldham around working with volunteers in the voluntary sector. This will be done in order to ensure a common code of practice for public sector agencies involving with volunteers. They will establish formal reporting procedures that will apply common standards of performance management measures and allow the project manager to assess progress.
Oldham MBC to approve and pilot a policy on employees as volunteers	Policy to be approved 1 month after start date Pilot to take place during the first 12 months	A draft policy is already being developed by OMBC with support from internal departments, ISB will allow further development and full pilot
Commissioning of work packages in conjunction with LAA Blocks	Within six months of project start date	The commissioning of activity will be the second phase of the project. As explained in the Innovation section. The activity has not yet been identified, but will be developed by the LAA block partnerships, in conjunction with the project steering group. Details of activity will be reported on in the six monthly reporting requirements of the project. This means that detail will be provided in the first report.

### Risk Assessment

A risk assessment has been undertaken for the project. In addition, within the implementation phase of the project regular risk assessments will take place. These will be undertaken by the Policy and Commissioning Unit of OMBC. They have extensive experience of both project and programme management, and have developed a range of bespoke risk assessment tools, most notably used in the management of EU funded programmes which contained over 70 individual projects.

Risk	Probability	Impact	Action
Failure to receive support of voluntary sector for the project	5%	critical	The project as been developed with the support of Voluntary Action Oldham, the agency responsible for volunteer activity in Oldham. The Community Engagement Team has also contributed to the development of the bid. It is this group (part of VAO) that manages the volunteer Centre. The project builds and extends their work into the voluntary sector.
Failure to secure the interest of the public	10%	high	This proposal was one of two possible Invest to Save bids. Prior to development

sector agencies			both were placed in front of the Executive and Steering groups of the LSP. This volunteer proposal received unanimous support from all partners. The project will work closely with colleagues from the public sector agencies on these two groups in developing their volunteer policies.
Failure to secure sufficient numbers of volunteers, which could impact on achieving LAA outcomes	15%	moderate	Current baseline data indicates that demand is high and shows no sign of decreasing, with an average of 50 potential volunteers being referred each month.
Failure to recruit skilled staff	Very Low	High	Accurate job description, ensuring skills match what we are looking for to ensure delivery of project
Failure to retain skilled staff	Low	High	Constructive induction to organisation, regular structured support and supervision, providing strong personal development programme
Limited funding – risk of losing key staff in later stages of project	Low	High	Forward strategy to move towards sustainable future. Implementation of code of practice will ensure the strategic involvement of volunteers will continue.

A major risk assessment and review will take place on an annual basis that will assess performance and report to the steering group and the LSP. This exercise will inform the on going direction of the project and help develop any identified areas of weakness. However the monitoring structure outlined below ensures that all activity will be risk managed on a quarterly basis.

This formal 'Monitoring Plan' has been prepared by the Policy and Commissioning Unit in conjunction with the Local Strategic Partnership to provide a vehicle, through which, the performance of project will be regularly scrutinised. The Plan has been primarily written for the requirements of the European Action Plan, however the process has received a successful Government Office North West audit, and has been identified as a model of best practice. This will be the formal project methodology tool. The process can easily be translated to other externally funded projects. It is a process that encompasses the risk assessment process. It is a continual process based on a quarterly reporting cycle.

Both OMBC and the LSP recognise the importance of ongoing monitoring and evaluation of funded activity, both in terms of tracking the use of public resources, but just as importantly, ensuring that projects and programmes deliver the strategic objectives of the Community Strategy. The Monitoring Plan will set out the methods, frequency and responsibility for collecting and compiling monitoring information for individual commissioned elements of the projects and the ISB programme as a whole.

A full copy of the monitoring plan will be included in the implementation plan required if successful.

## Volunteering ISB

Examples of LAA Blocks which will be impacted on.

Block	Outcome	Volunteering Activity (Examples)
<b>SAFER &amp; STRONGER COMMUNITIES</b>	<b>TO BUILD RESPECT IN COMMUNITIES, TO REDUCE CRIME AND THE HARM CAUSED BY ILLEGAL DRUGS AND TO REASSURE THE PUBLIC, REDUCING THE FEAR OF CRIME AND ANTISOCIAL BEHAVIOUR</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> GMP Specials volunteer officers</li> <li><input type="checkbox"/> Volunteers in projects supporting the victims of domestic violence (eg. Family Crisis) reduce number of repeat victims</li> <li><input type="checkbox"/> Drug advice &amp; support projects promoting the use of treatment programmes</li> </ul>
	<b>TO EMPOWER LOCAL PEOPLE TO HAVE A GREATER VOICE AND INFLUENCE OVER LOCAL DECISION MAKING AND THE DELIVERY OF SERVICES</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Volunteer members of the public who take part in the CETO Community Panels and Area Committee structure.</li> <li><input type="checkbox"/> Increasing the number of people engaged in volunteering across the board</li> </ul>
	<b>LIVEABILITY BETWEEN THE WORST WARDS/NEIGHBOURHOODS AND THE DISTRICT AS A WHOLE</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Local organisations having volunteers who promote re-cycling/composting</li> <li><input type="checkbox"/> Local organisations with volunteers taking part/leading work to have their local parks/cemeteries designated Green Flag</li> </ul>
	<b>TO PROMOTE CULTURE AND COHESION</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Volunteers taking part in visual and performing arts activity</li> <li><input type="checkbox"/> Targeting adults from BME groups to either volunteer or be supported by volunteers to take part in visual &amp; performing arts.</li> </ul>
<b>SAFER &amp; STRONGER COMMUNITIES (HOUSING)</b>	<b>TO IMPROVE SERVICES AND PREVENT HOMELESSNESS</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Organisations with volunteers providing Housing Advice which prevents homelessness</li> </ul>
<b>ECONOMIC DEVELOPMENT &amp; ENTERPRISE</b>	<b>REDUCING POVERTY AND INEQUALITIES</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Organisations providing volunteering opportunities for people claiming incapacity benefit and lone parents as a stepping stone into paid employment</li> </ul>
<b>HEALTHIER COMMUNITIES &amp; OLDER PEOPLE</b>	<b>SPORT AND PHYSICAL ACTIVITY</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Volunteers in roles that promote participation in physical activity</li> <li><input type="checkbox"/> Organisations with volunteers who provide mentoring and support to people who binge drink</li> </ul>

	<b>INTEGRATED SERVICES TO SUPPORT INDEPENDENCE AND IMPROVED ENGAGEMENT OF OLDER PEOPLE AS ACTIVE CITIZENS.</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Organisations with volunteers promoting/providing carers breaks (including BME carers)</li> <li><input type="checkbox"/> Organisations with volunteers providing information &amp; advice with regard to Pension Credit</li> <li><input type="checkbox"/> Organisations particularly targeting/supporting people 50 plus to volunteer</li> <li><input type="checkbox"/> People over 50 supported to take part in decision making structures around service planning</li> <li><input type="checkbox"/> Organisations with volunteers providing low level prevention services which would support older people to remain in their own homes</li> </ul>
<b>CHILDREN &amp; YOUNG PEOPLE</b>	<b>THE HEALTH OF CHILDREN AND YOUNG PEOPLE IS IMPROVED</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Schools with volunteers to help them to achieve Healthy School Status</li> <li><input type="checkbox"/> Organisations with volunteers providing sexual health advice and support to young people to reduce under 18's pregnancies and STD's</li> <li><input type="checkbox"/> Organisations with volunteers providing information and support to under 18's to reduce alcohol consumption and use of illicit substances</li> </ul>
	<b>CHILDREN AND YOUNG PEOPLE, PARTICULARLY THOSE MOST VULNERABLE, STAY SAFE</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Schools working with volunteers to provide information and support to reduce and prevent bullying</li> <li><input type="checkbox"/> Schools working with volunteers to provide information and support to reduce racist abuse, threats or attacks in schools and other venues</li> </ul>
	<b>PEOPLE EXCEL THROUGH FORMAL AND INFORMAL EDUCATION</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Schools working with volunteers to support Key Stage 1 children to improve Reading, Writing and English.</li> </ul>
	<b>YOUNG PEOPLE PLAY A POSITIVE ROLE IN THE COMMUNITY</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Organisations with volunteers to contribute to Government led schemes to register on the electoral roll</li> <li><input type="checkbox"/> Organisations with volunteers increasing the Number of children and young people engaged in community cohesion activity for at least 2 hours per week</li> </ul>