



Business Development Plan

2008 ~ 2013

**Lancaster District CVS
Registered Charity 502265**

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1. Executive Summary

This business development plan aims to address the development needs of approximately 775 Voluntary Community Faith Sector [VCFS] organisations in the Lancaster District over a five year period, especially those communities of geographical need, need or identity facing greatest disadvantage, to enable them to engage better with local and national strategic bodies and agendas. The beneficiaries of this project will be VCFOs, their staff, volunteers and their members

Through our experience and consultations with the sector over the past 35 years and specifically the last 5 years, we have gained an insight into Voluntary Community Organisations (VCFOs) needs and are aware through our research studies of the changes in the external environment and of how to support local VCFOs to adapt, and improve in order to continue to meet the needs of their beneficiaries.

The plan aims to:

1. Address the development needs of VCFS organisations in the Lancaster District, especially those communities of geography, need or identity facing greatest disadvantage.
2. Enable VCFS organisations to engage better with local and national strategic bodies and agendas
3. Identify areas of emerging concern within the VCFS of Lancaster District and find ways of addressing these

Its success will be measured by achieving the following 8 outcomes:

1. 350 interventions that will increase the strength and effectiveness of VCFS organisations over the lifetime of this plan (50 in year 1, 75 in year 2, 3 and 4 and 50 in year 5)
2. 450 interventions that will build the capacity of voluntary organisations to access financial resources over the lifetime of the plan (75 in year 1, 100 in year 2, 3 and 4 and 75 in year 5).
3. The knowledge and skill sets of 100 organisations from across the sector will be improved in each year over the lifetime of the plan (10 x 10 training sessions per annum)
4. 600 organisations will have improved access to IT and paper based information systems over the lifetime of the plan.
5. 120 organisations will benefit from increased sectoral cohesion, representation and co-ordination over the lifetime of the plan.
6. Research will be undertaken across the sector through the forums and other sources to identify emerging need and to find ways of addressing that need
7. 4 projects will be hosted/established during the period addressing needs which emerge as a result of needs identified in 1-6.

8. LDCVS will be better positioned within the sector and with its partners and funders to meet the needs of the sector by year 5 of the plan.

The outcomes (above) identify a range of approaches that will result in a stronger more effective and sustainable VCFS by the end of the project.

Staffing

This plan will be delivered by a team of 9 paid staff with additional support from at least three volunteer posts, all managed by the Chief Officer and Deputy Chief Officer at the CVS offices in Lancaster. Other hosted projects will also work within the LDCVS Offices.

Staff will deliver the plan in partnership with other organisations in a targeted and proactive way, to address the needs of organisations serving communities of geography, need or identity in the Lancaster District facing greatest disadvantage. A description of the resources being used to support the delivery of this plan is included in Section 6. The plan will be delivered in close consultation with Staff, Trustees and other interested parties including its partners and stakeholders, these will include:

- Lancashire Voluntary Community Faith Sector Consortium [LVCFSC]
- Lancashire Partnership
- Lancaster City Council
- Lancashire County Council
- Lancaster & District VS Hub

Elements of this plan have been designed for continual feedback from our strategic partners as one element of the benchmarking, monitoring and evaluation process. This will be enhanced through our external evaluation and our quality assurance mechanism.

2. Organisational Summary

Reference and Administrative details:

- **Registered name of the Charity –**
Lancaster District Council for Voluntary Service
- **Any other names by which the charity is known –**
Lancaster CVS or LDCVS
- **Charity Registration Number –**
502265
- **Names of all trustees at January 2008–**
Alan Chesters (Chair)
Jennifer Lauruol (Treasurer)
Lynn Willan
Harsha Shukla
Barbara Dearnley
Alison Reynolds

Trustees, who broadly represents the membership of the organisation have a wide range of skills and experience which is available for the benefit of LDCVS. For example, Alan Chesters works for CAB at Regional level and Jennifer Lauruol, has her own consultancy company.

- **Additional CVS Executive Members at January 2008 –**
Lancashire County Council and Lancaster City Council each nominate an individual to join the Exec as a non-voting observer / advisor.
- **Principal office -**
Trinity Community Centre
Middle Street
Lancaster
LAI IJZ
- **Telephone:** 01524 555900
- **Fax:** 01524 389550
- **E-Mail:** mail@lancastercvs.org.uk
- **Principal staff members at January 2008–**
Jon Rigby (Chief Officer) Jon has significant experience of both project and personnel management and Voluntary Sector Management, he has 25 years + experience in these areas as a Trustee and as a Manager. Jon will manage this plan in respect of delivering the target outcomes, guiding the strategic direction of LDCVS and working with the external environment of LDCVS.
Bill Livesey (Deputy Chief Officer) Bill has significant experience of both project and personnel management and Voluntary Sector Management, he has 25 years + experience in these areas as a

Trustee and as a Manager. Bill will manage this plan in respect of the financial and administrative elements and working with the internal environment of LDCVS. Additionally he will as DCO maintain a watching brief on the external environment.

- **Bankers -**

CAF BANK Ltd
PO Box 289, Kings Mill,
West Malling, Kent ME19 4TA

Abbey National plc
28 Penny Street
Lancaster LA1 1UA

- **Auditors -**

CLB Coopers
Fleet House, New Road, Lancaster LA1 1EZ

Structure, Governance and Management:

- **Nature of the governing document -**

Constitution

- **Date of Governing Document -**

18th February 1972, amended on 7th August 2001 and 29th June 2006.

- **Method of recruitment and election of trustees -**

LDCVS is a membership organisation, the membership being predominantly drawn from other local voluntary organisations, from whom the Trustee Body (Executive Committee) is elected at the AGM. The paid staff of LDCVS are accountable to this Trustee Body which is also the decision making committee of the organisation.

The Executive Committee is the governing body of the charity and the members of the committee are the charity trustees. The organisation is currently unincorporated, although the executive committee are actively pursuing incorporation and this will be achieved by March 2009. This will afford greater protection for trustees, and the organisation, and will be of benefit when recruiting new trustees.

Currently trustees have a range of skills and experience that include finance, work and governance in the voluntary sector, staff management and fundraising. In 2008 the number of trustees stands at 8, comprised of a mixture of nominees from member organisations and directly elected trustees and we will seek to increase both the number of trustees and the range of skills. In September 2007 a skills audit was conducted and the results of this survey have provided information for our recruitment of new trustees. We will encourage membership organisations to nominate new trustees and we will actively seek to recruit either from within or without the membership for trustees with skills or experience in areas in which we feel we are weak or wish to develop. The committee will conduct an audit skills survey of trustees in 2008, 2010 and 2012 to provide ongoing and up to date information.

Prospective trustees need to understand the organisation before or at the time they become trustees and, to ensure this the committee will review its policy on recruitment, selection and induction procedures.

The Committee understands that in order to keep pace with developments within the voluntary sector trustees need to develop their own skills and knowledge. The committee will therefore pursue appropriate development opportunities for trustees and will meet reasonable costs to a budgeted maximum. Trustees who undertake training or attend seminars or workshops on behalf of the organisation will disseminate this information to other trustees. In this way we will ensure that the governing body is continually developing and able to meet the challenges of operating within an ever-changing operational climate.

The trustees are committed to developing the organisation by working closely with the members of staff and attracting outside resources. They take their responsibility as employers seriously and will therefore ensure that appropriate staff policies and procedures are in place and that they are reviewed on a regular basis. The organisation is committed to fair treatment of its staff (both core and project based), to the development of their skills and to equal opportunities in the recruitment and selection of staff and will agree policies that ensure that these principles are implemented.

The trustees will also work with management staff to:

- Develop marketing opportunities to ensure that the organisation is recognised as an important voice for local voluntary organisations, particularly its members. To this end the trustees will also use their own networks to publicise the work of the organisation.
- Produce an action plan to implement the intentions stated above. This plan will be reviewed annually and will be available to any member that requests a copy
- Develop services to the organisation's members
- Continue responsible financial management

- **Organisational structure of the charity -**
The diagram on page 21 represents the planned organisational structure at April 2008. It includes references to CLN and Friendship Centre which are projects managed/hosted by CVS. This structure may be amended, subject to operational requirements during the life of this business plan.

- **Wider Networks and other relationships -**
LDCVS is a member of the National Association of Council for Voluntary Service (NACVA). NACVA offers support and information to individual CVS's. LDCVS is also a member of National Council for Voluntary Organisations (NCVO). LDCVS is actively involved in the local Hub and other sub regional and regional Voluntary Community Faith Sector [VCFS] groupings.

- **Risks -**
During 2002-03, the Trustees carried out a comprehensive review of the possible risks facing the organisation, leading to the adoption of a Risk Management Policy at the meeting of the Trustees on 17 December 2002. This policy is regularly reviewed, updated and agreed by the Executive Committee. A Risk Assessment Appendix A has been undertaken for this plan.

Objectives, Activities, Achievements & Performance:

Objectives

Lancaster District CVS's Constitution states its purpose as follows:

1. To promote any charitable purposes for the benefit of the community in the Lancaster District boundaries hereinafter called the 'area of benefit', and in particular the advancement of education, the furtherance of health and the relief of poverty, distress and sickness.
2. To promote and organise co-operation in the achievement of the above purposes and to that end to bring together in council representatives of the statutory authorities and voluntary organisations engaged in the furtherance of the above purposes within the area of benefit.

LDCVS Aims

1. To assist the positive development of voluntary community and faith sector (VCFS) groups in the Lancaster (City Council) District.
2. To maximise the involvement of VCFS groups in all aspects of the Lancaster District
3. To facilitate liaison between VCFS groups and other organisations (i.e. private, statutory etc)
4. To maximise the effectiveness of the VCFS by promoting co-ordinated effort and partnership

A financial review and review of activities, achievements & Performance

Can be found in the Annual Trustees Report, and Annual Report, available on request.

Previous Projects:

LDCVS has a good track record of securing and administering funds from a wide variety of sources. In recent years these have included, in addition to funding from, The National Lottery:

- Lancaster City Council
- Lancashire County Council
- Local Strategic Partnership
- Learning Skills Council
- Lloyds TSB
- Tudor Trust

Current Projects:

In addition to our core work, funded by Lancaster City Council and Lancashire County Council LDCVS is currently running the following projects, a little more information on some of this work is included in our Annual Report.

- Community Learning Network (LSC NLDC project)

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- Friendship Centre (Management of Older Persons Centre staff)
- Local Network Fund (Funding, Information and advice)
- Transition Post for Sector development work (Lloyds TSB)
- Transition Post for Sector development work (LSP)
- LSP (Grant distribution for LSP)
- Galbraith Trust (Grant giving trust)

We have an excellent record of working in and for our VCFS community. This is demonstrated through our involvement in strategic networks and participation in local and national initiatives such as Lancaster District Strategic Partnership and our Charing, by Jon Rigby of the Lancashire Wide VCFS Forum.

3. Business Plan Background

History

This business plan with, specifically, the 'Volunteer Sector Development [VSD] project' has emerged from the extensive experience of LDCVS as the key infrastructure (second tier) support organisation for VCFS organisations in the Lancaster District. It has been developed in the context of the Lancaster Local Information Action Plan [LIAP], which was developed in late 2005, and a range of other research documents identifying the needs of VCS organisations in the district. These included:

Research from internal, local and regional networks

- Statistical evidence highlighting deprivation in this locality, for example Indices of Local Deprivation 2004.
- The Lancaster & District Social Enterprise Group Social Enterprise feasibility Study (St Martins College 2006) on services to the sector.
- The continuing consultation which forms the operating mechanism of the Local Strategic Partnership (at District level) and the Lancashire Partnership (the County LSP).
- The Local Area Agreement [LAA], "Ambition Lancashire" which acknowledges that "...the VCFS will need additional funding to help it deliver local targets". (17/3/2006 p13).
- Local Intelligence gathered from the Morecambe Inter-agency Group and the Lancaster District Hub.
- consultation work through on-line questionnaires with Key local VCFOs involved with the Lancaster District Hub
- This research has identified overwhelming support for the project with 95% of respondents indicating the benefits to their organisation of the services on offer.
- Conducted a consultation meeting with volunteer co-ordinators representing 12 key organisations in the District. This identified a clearly expressed need for specialist meetings and training in the area of volunteer support, recruitment & development.
- Further consultation was undertaken through detailed one-to-one interviews with a sample of those VCFO's.
- This in depth consultation identified the further needs of these organisations, in terms of the structure and delivery of the project
- Internal research and focus group meetings with Trustees, Volunteers and Staff which supported and further quantified the needs and aspirations of LDCVS

Relationships with other infrastructure developments include:

- Lancashire VCFS Consortium Development Plan
- The Lancashire Volunteering Hub

4. Strategic Context

4.1 Business Plan aims

LDCVS aims to address the development needs of VCFS organisations in the Lancaster District, especially those communities of geography, need or identity facing greatest disadvantage while also enabling VCFS organisations to engage better with local and national strategic bodies and agendas. Within the wider strategic context, VCFS groups who may now, need to aspire to contracting for service delivery, will require a more sophisticated capacity. The support and economies of scale promoted by this project is intended to produce a 'step change' across the organisation in this sector located across the District.

4.2 Plan outcomes

The outcomes will be achieved through activity across the following 8 aspects:

- 350 interventions that will increase the strength and effectiveness of VCFS organisations over the lifetime of the plan (50 in year 1, 75 in year 2, 3 and 4 and 50 in year 5)
- 450 interventions that will build the capacity of voluntary organisations to access financial resources over the lifetime of the plan (75 in year 1, 100 in year 2, 3 and 4 and 75 in year 5).
- The knowledge and skill sets of 100 organisations from across the sector will be improved in each year over the lifetime of the plan (10 x 10 training sessions per annum)
- 600 organisations will have improved access to IT and paper based information systems over the lifetime of the plan.
- 120 organisations will benefit from increased sectoral cohesion, representation and co-ordination over the lifetime of the plan.
- Research will be undertaken across the sector through the forums and other sources to identify emerging need and to find ways of addressing that need
- 4 projects will be hosted/established during the period addressing needs identified in 1-6.
- LDCVS will be better positioned within the sector and with its partners and funders to meet the needs of the sector by year 5 of the plan.

These outcomes have been constructed to provide a range of approaches focussed on producing a stronger, more effective, and sustainable CVS and VCFS by the end of this five year plan in 2013.

4.3 Business Plan needs analysis

The essential foundation for this project is the consistent analysis of the sector that results from CVS core activities, the intelligence gained thorough consistent interventions, and the mapping of need through monitoring requests for support. This has been supplemented by SWOT & PEST analysis, 'critical path' management consideration of the external climate as represented by the CVS membership of a variety of strategic partnerships; LSP, MIG, LAA, etc. All grounded within the context of the major sector needs analysis represented by the Local Infrastructure Action Plan supported by the Change-Up programme.

4.4 Beneficiaries

This plan aims to deliver benefit to over 600 organisations across the District at a variety of differing degrees of intervention and support. These organisations will range

from emerging groups to well established large scale service providers. Representatives of each sub-sector sit on the CVS Board of Trustees, within the Voluntary Sector Forum, and receive email bulletins, newsletter mailings, etc. In addition, this project will bring benefit to statutory authorities and grant giving trusts who have a stake in wishing to see the sector raise standards while maintaining its' value base.

4.5 Staffing

The plan will be delivered by a team of 9 paid staff

1. Chief Officer (0.8 of FT)
2. Deputy Chief Officer (Project Management / Finance) (0.6 of FT)
3. Office Manager(FT)
4. Voluntary sector development worker (0.7 of FT)
5. Voluntary sector development worker (FT)
6. Voluntary sector development worker (FT)
7. Information, DTP & Admin officer (FT)
8. Financial/Funding worker (0.4 of FT)
9. Cleaner (3 hpw PT)

With additional support from approximately three volunteer posts who will work with the Office Manager to:

- deliver front office/reception support
- deliver specific project support

Staff will work in partnership with other organisations in a targeted and proactive way. In this way they will be able to address the needs of organisations serving communities of geography, need or identity in the Lancaster District facing greatest disadvantage. This business plan represents a key moment for this CVS to not only match capacity to need but also to benchmark quality standards for the sector.

4.6 Complimentary services & links to other projects

LDCVS holds the Chair of the Lancashire VCFS Consortium and has established mechanisms to co-ordinate infrastructure activities across the county and harmonise practice within Districts. This has included a forum of providers to consider and refine best practice while reducing duplication. The efficient and effective use of resources will form a standing matter for these forums to consider.

At a District level, LDCVS takes an active role in the LSP and in particular the process through which the Sustainable Community Strategy will be produced. This will both increase the visibility of the organisation and illustrate what the increased capacity will produce. Part of this process is to map the outcomes from the recent funding and co-ordination of activity brought about through the LSP second-homes funding stream. This allows the CVS to consider carefully the links between existing activity and the requirements to join up disparate groups of complimentary interest.

4.7 Relationships with other infrastructure developments

Beyond those outlined above, there are specific links with the emerging round 2 Bids of both the VCFS Consortium and the CVS network. As Chair of the consortium and a member of the network our Chief Officer is drawing these two initiatives together during autumn to maximise their potential synergy.

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There is also specific strategic involvement with the Lancashire Partnership [Board Member], Lancashire Learning Consortium [VCFS Workforce Hub], Lancashire Consortium Development Plan [Capacity Builders]; each currently at a refresh stage and willing to be influenced by VCS needs.

5. Business Plan Delivery

The plan will be delivered across the Lancaster district and will be open to all Voluntary Community Faith Sector (VCFS) organisations operating within the district. The plan aims to address the development needs of approximately 775 VCFS organisations over a five year period, especially those communities of geography, need or identity. We will deliver the project to 100% of those organisations. The project aims to:

- Address the development needs of VCFS organisations in the Lancaster District, especially those communities of geography, need or identity facing greatest disadvantage.
- Enable VCFS organisations to engage better with local and national strategic bodies and agendas.

5.1 Target Beneficiary Organisations

The target beneficiaries will be, all voluntary, community and faith sector organisations who offer support and services to the community at large. While the service will be available to all groups in the District, the project will actively target organisations in the following way:

- groups within wards with indices of higher deprivation
- organisations operating in rural areas of the district
- hard to reach groups of identity and need e.g. BME, homeless, young people etc.

As outlined in Section 3 of this plan we have identified that beneficiary organisations will have a combination of the following needs:

- Start up support
- Volunteering support
- Personnel information and advice
- Strategic development & business planning
- Legal & governance
- Funding
- Training - including addressing emerging agendas relating to public sector procurement
- Facilitation of networking, joint and partnership working
- Engagement with statutory sector initiatives
- Engagement with strategic & policy agendas

5.3 Delivery Methodology

A range of linked and complementary services (as outlined in the table below) will be offered that have proven effective in the development of VCS organisations. These are:

Outcome	Typical interventions	Issues covered
1	One to one advice and information, in depth consultancy, study visits	Start-up, legal and governance issues, development, business planning, Start up support Volunteering support Personnel information and advice

2	Access to a range of IT and paper resources, bid writing support and advice on tender preparation	Strategic development & business planning ● Legal & governance ● Funding sources ● Facilitation of networking ● Joint and partnership working ● Engagement with statutory sector initiatives & policy agendas
3	Training sessions offering "packages" of core training for volunteers; specialist training based on sub-sectoral needs and training aimed at managers within the sector and "tailored" training.	Basic training such as child protection; first aid; health & safety. Training targeted at managers & co-ordinators such as public sector procurement & tendering; volunteer & paid staff management & support.
4	A range of IT and paper based information provision including: e-bulletins; web-based information including links; topic-based fact sheets; quarterly newsletters with good-news stories; local & national policy issues.	Funding sources ● Legal & Governance ● Personnel ● Volunteering ● Local & national policy ● Strategic & Consultative ● Networking & Partnerships ● Social enterprise
5	Development of networking and forum activities at both sectoral and cross-sectoral level.	Local networking & peer support Partnership & Strategic Key information Volunteering & Funding Celebration & Cohesion
6	A comprehensive training and development programme developed on a ongoing basis for CVS staff	Selection & implementation of quality assurance programme ● individual staff training inline with monthly support and supervision ● quarterly and annual reviews facilitating on-going development management

Innovative methodologies that enhance proven services will be road-tested and employed appropriately.

From the research and consultation identified in section 3 of this plan, the development work and project work can be divided up into key areas, the menu of services to be provided by the project will be structured around:

- One to one information and advice to VCFS organisations
- Bespoke and open training & focused networking meetings
- Provision of IT and paper based information and resources

5.3.1 One to one advice and information

One to one advice and information will be available to both newly established organisations and existing organisations that wish to expend their services and develop strategic direction to ensure long-term sustainability. Development workers will conduct an initial assessment appointment to identify organisational need working from a menu of services as identified in 5.2. At this stage base-line data will also be collected to facilitate the measurement of distance travelled. An action plan will be drawn up to meet identified support needs. Services will be arranged and provided in house or referrals made to a bank of specialist consultants if necessary. A review date will be set to consider progress and monitor outcomes.

5.3.2 Bespoke/open training, focused networking with peer support.

These will be delivered through a combination of:

- A core training package
- Specialist training events focussing on emerging issues e.g. commissioning
- Interest group meetings incorporating; practical workshops, a focused training element with peer support and the sharing of good practice. e.g. Volunteer co-ordinator meetings or new trustees.

5.3.3 Provision of IT and paper based information and resources

Web-based information providing

- Menu of services available from LDCVS
- Model policy documents available for use by local VCFS organisations
- Web links on key in the key areas of finance; governance; IT; volunteering, personnel & legal Strategic and Partnership information at a District & County wide level.

Paper and Electronic information:

- A fortnightly email bulletin with key funding information; local training and strategic events.
- A quarterly newsletter
- Smaller booklets and information sheets focusing on needs identified in 5.3
- Local Directory of VCFS organisations in the District

5.4 Accessibility and Equality:

Lancaster District CVS has a strong commitment to equality: not only are there equal opportunities policies and procedures in place that are actively followed, but equality is central to the ethos and values of the CVS. This is reflected in the way that all the services and projects CVS develops focus on developing work with a commitment to opening up opportunities for those with the greatest restrictions placed upon them. As an organisation we are also committed to using our influence with other organisations in order both to increase the opportunities of individuals and to challenge anything which would limit opportunity. LDCVS is a member of the National Association of Voluntary and Community Action (NAVCA) which advocates that, "priority should be given to working with people whose full participation in society is limited by economic, political and social disadvantage".

5.4.1 Promoting accessibility and equality of opportunity

To ensure LDCVS is open and accessible to any VCFS organisation working in the District we will:

- Promote LDCVS in under supported areas including areas of higher deprivation; rural areas and hard to reach groups of identity and need e.g. BME, homeless, disability, young people etc.
- Provide the opportunity for self-referral for VCFS organisations
- Ensure that all information on the project is both physically and intellectually accessible.

- Promote LDCVS widely through: Use of networks including our own networks; those of partners in the public sector and the Lancashire VCFS Consortium. Use of publicity literature including, leaflets, posters, mobile displays, attending events and press releases and internet promotion.
- Structure the location of training sessions and events in different areas of the District to ensure equality of access for all VCFS groups. This would include using a mix of day time and evening events
- One to one support to beneficiary organisations, tailored to meet their specific needs and address any potential barriers for them. This will result in an individualised action plan in relation to the services delivered and the timescale, thus taking into account issues around staff capacity and priorities.

5.4.2 Promoting Participation

Potential beneficiary organisations have been actively involved in the development of this plan via consultation and the identification of needs via Lancaster District VCFS Hub members. The Lancaster District VCFS Hub will continue to operate as an advisory group enabling LDCVS to be responsive to emerging need and consider evaluation of its work on an annual basis.

5.4.3 Valuing cultural diversity and reducing disadvantage and exclusion:

As identified at point 5, LDCVS's policy is to proactively target hard to reach groups of geography, identity and need. This will ensure that we will actively seek to work with a diverse range of organisations, which will themselves, be working with disadvantaged and excluded or under-represented groups. These will also include organisations that both work with individuals from BME backgrounds and have staff and volunteers from BME backgrounds.

5.4.4 Promoting Inclusive Communities:

LDCVS will support organisations which are actively involved in building inclusive communities through their work. We will support these organisations to build and maintain quality and sustainability and facilitate their engagement with strategic and policy issues.

6. LDCVS Resources

6.1 Management:

LDCVS is managed by Jon Rigby, the LDCVS Chief Officer and Bill Livesey, the LDCVS Deputy Chief Officer who have between them in excess of 50 years experience in management and work in the voluntary sector. The project finances will be managed by the Deputy Chief Officer, Bill Livesey, who has been managing charity accounts for over twenty five years and has a Post Graduate Qualification in Voluntary Sector Management. Additional skilled support will be provided by the administration team at LDCVS. This will ensure that the project staff have effective management back up and strategic governance.

The VSDW workers will be line-managed by the Chief Officer and all other staff by the Deputy Chief Officer, this is in line with current organisational practice for the management of staff.

The external Consultant employed in years 2 and 5, to review the BASIS project will be commissioned by the Deputy Chief Officer in conjunction with the Chief Officer. A review of the current work of these two managers has been undertaken to ensure that there is sufficient capacity within their work-load for this change.

6.2 Staff:

The plan will employ 9 workers outlined in section 4.5. These staff will work in partnership with other organisations in a targeted and proactive way. In this way they will be able to address the needs of organisations serving communities of geography, need or identity in the Lancaster District facing greatest disadvantage. These staff are also shown in the management structure diagram on page 20. The personal and professional development of staff is an important element of our organisational development and within the constraints of pre-existing and new budgets staff will be encouraged to undertake appropriate training in discussion with their line manager.

6.3 Volunteers:

It is expected that three volunteer posts will be required by LDCVS, delivering around 20+ hours per week. It may be necessary to modify the mix dependent on the quality/skills/time availability of those recruited. Volunteers will be required to support the front office administration/reception role and in specific roles working with staff on project delivery. The personal and professional development of volunteers is an important element of our organisational development and within the constraints of pre-existing and new budgets volunteers will be encouraged to undertake appropriate training in discussion with their line manager.

6.4 Recruitment of New Staff:

It is planned to appoint:

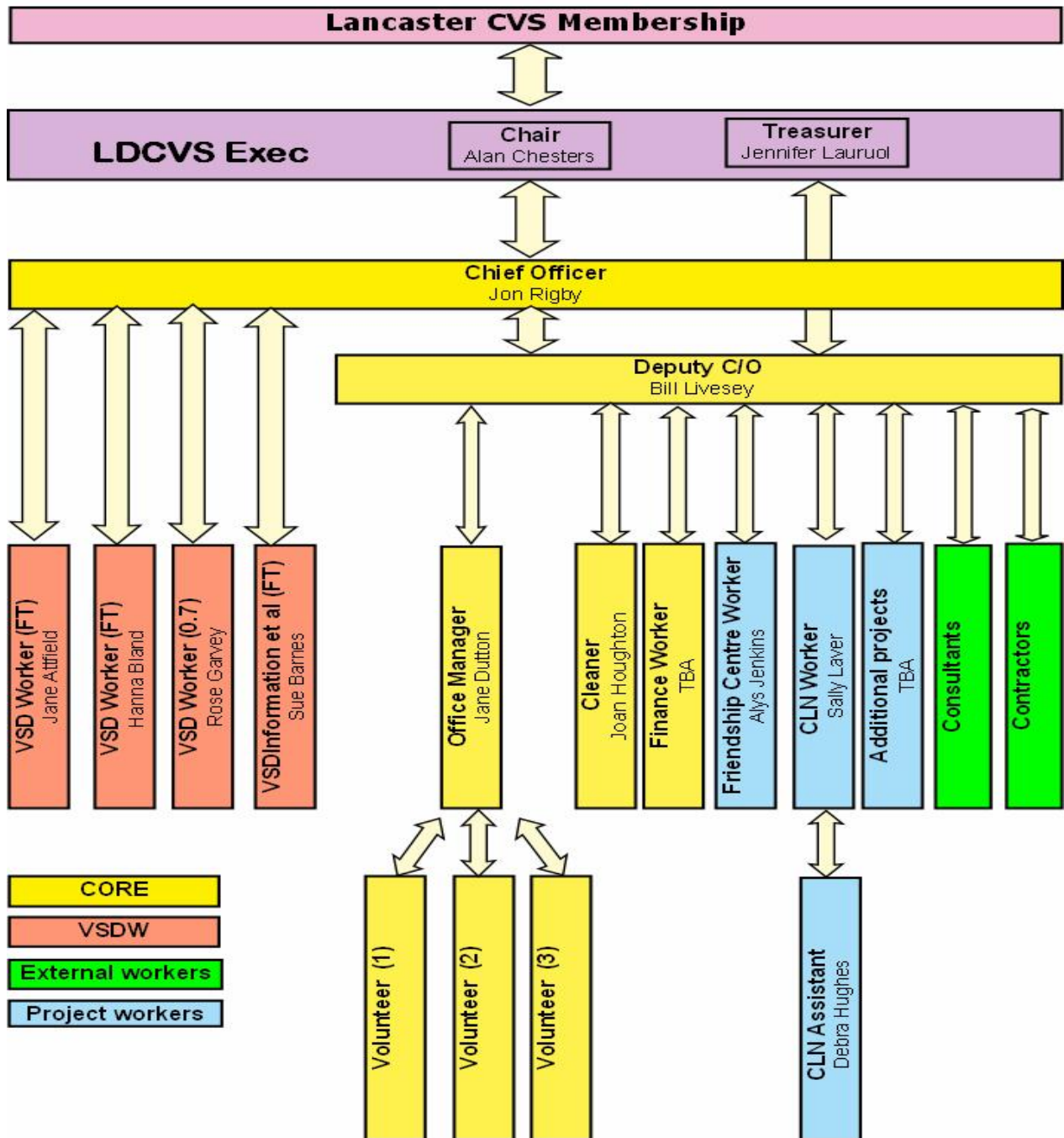
Posts 5, 6 and 7, with a start date of 1st April 2008. This is in order to maximise the potential benefit that will arise from these appointments during the five year BASIS project.

Post 8, with a start date of 16th June 2008. This will allow the above appointments to settle in to post before the new financial position starts.

It is our policy for posts such as this to openly recruit, this will be done at Sub-regional / regional level.

6.5 Staff structure

LDCVS Formal Management Structure From April 2008 (All Staff have informal access to all levels)



6.5.1 Induction of new staff:

An induction plan for any new member of staff will be prepared once appointments have been confirmed and pre-existing skills and experience are known. In accordance with existing policies this will include an increased level of line management and access to resources during the initial period of their employment. Training requirements for each new member of staff will be discussed and set in place for each new member of staff as part of the employment / induction process. Costs for recruitment which includes sub-regional / regional advertising are included in project budgets.

6.6 Policies and Procedures:

A listing of all our current policies is included in Appendix E.

These policies & procedures, are regularly reviewed as part of an on-going organisational review.

Previously we have not needed a specific 'Child Protection Policy', because elements of this plan may include the potential for working with Young People the trustees will introduce a new policy, using best practice, at the earliest opportunity and before any such work commences.

6.7 Partnership working:

This plan does not directly involve partner organisations or stakeholders for the delivery of the plan.

It will involve a number of local organisations as part of the general process of consultation and VCFS event organisation as discussed elsewhere in this document.

6.8 LDCVS Accommodation:

For LDCVS to fully fulfil its aspirations it is essential that we address the problems of access and location inherent in our present situation. Many of our current concerns are around our office facility and to a lesser extent its location. Appendix D outlines through a number of documents the issues that are present in planning our accommodation needs.

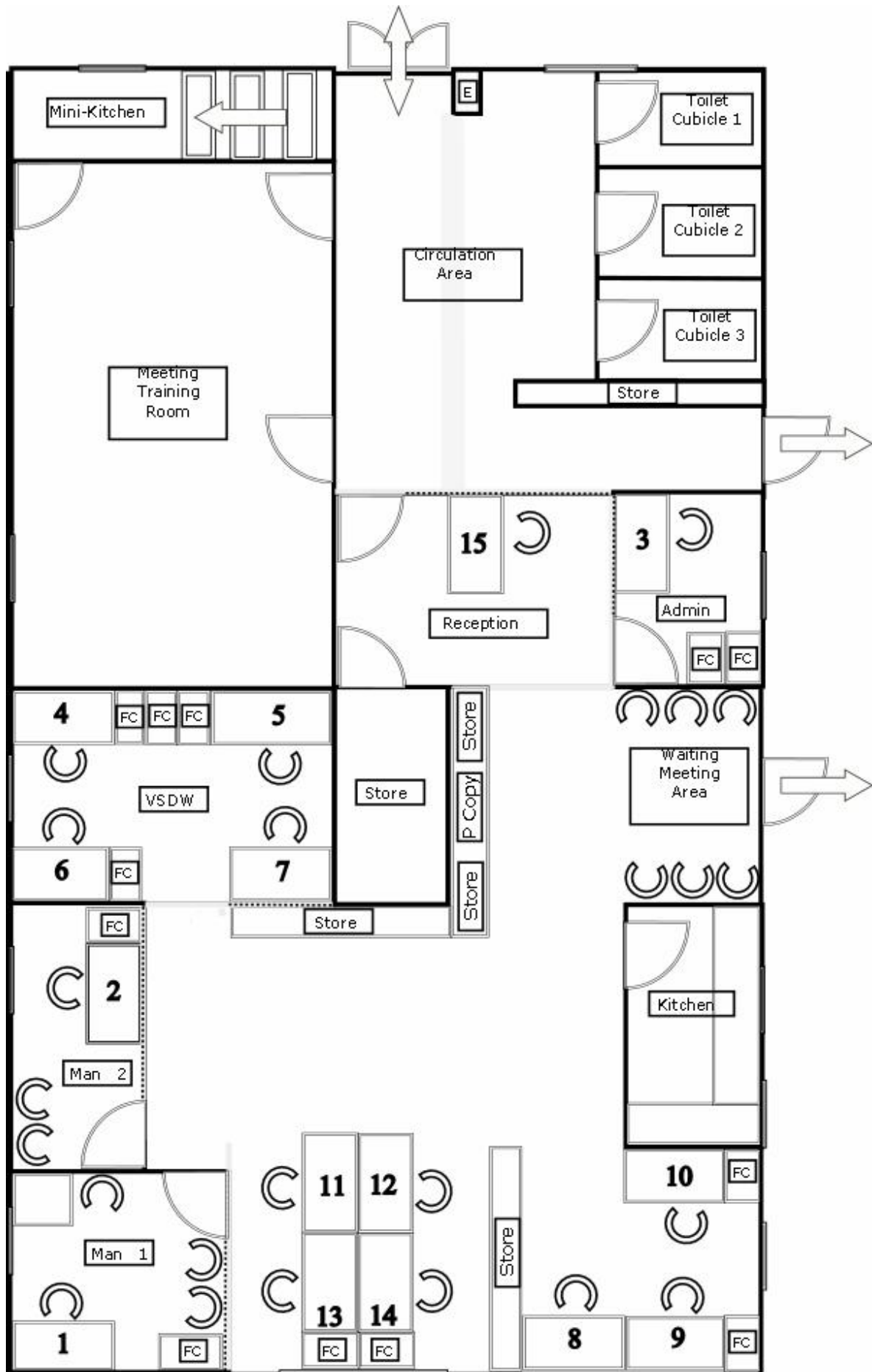
In planning our requirements/needs LDCVS is very aware that the cost of any move should be neutral.

In preparing this business plan LDCVS has used a planning tool, not included here in order to research potential costs for a new premises. This tool illustrated some fairly typical scenarios where, because of increased costs associated with heat light and site charges it would become necessary to have 8 desks occupied by additional projects and to have the training room in use for at least 15 hours per week. This target level would be extremely difficult to achieve and given the past experience of other similar infrastructure organisations across Lancashire it would probably have a long term detrimental effect on the ability of CVS to deliver its core services in a sustainable manner.

CVS have had a good long term association with the Trinity United Reform Church and following some exploratory discussions with them a solution to our physical accommodation needs, which fulfils the majority of issues appears to have been identified. This would use the whole of the ground floor of our current premises at Trinity as shown overleaf.

LDCVS would take over responsibility for the whole of the ground floor of the current building under a long term, 10 – 15 year lease, with a first refusal on purchase of the building. In return CVS would be able to seek funding for a total refurbishment of the lower floor.

This fulfils our predicted CVS desk requirements for the next five years and has space for 2/4 additional/nursery projects, with the addition of a tailor made training room. The potential rental income from hire of the training room and nursery space would make this option cost neutral.



Target dates:

if this option were to be followed we would wish to confirm a course of action by July 2008 enabling CVS to seek funding and initiate the project. Formal time lines cannot be agreed until an outline agreement has been reached with the Local Church and their Church Synod.

One significant problem to be addressed with this course of action is the need to find suitable temporary accommodation while any refurbishment is under way.

The inclusion of this diagram and outline of possible actions does not imply that this is the only solution. CVS will continue to research the local market looking for suitable premises which fulfil the aspirations indicated by this possible solution and those discussed in the appendix B.

This may include seeking funding in order to purchase and renovate a suitable property, the trustees have not yet ruled out any option entirely. They and the management team are fully aware that the current premises have issues which need to be addressed as a matter of some urgency.

6.9 Quality Assurance

CVS recognise that it needs to re-establish a quality assurance programme which will be of benefit to the organisation in the process of re generating its service provision and in ensuring that its internal infrastructure is fit for purpose. Previously CVS has worked with the Stage 1 PQASSO system, however a significant number of changes have occurred affecting the validity of that process. Consequently, CVS will take this opportunity to undertake a new programme which will be identified and initiated within the first year of this plan.

7. LDCVS Costs

The detailed cost plans for this plan, which indicate how we have calculated the full cost of delivery are not included in this document.

All salaries are based on the current 2007~2008 NJC scales used widely in the sector. Uplift for the current year remains unknown, consequently, a 3% uplift has been added as an assumed start point for 2008~2009. All other costs are management estimates based on known costs from experience of previous projects, with an inflationary rise, travel costs are based on current policies of 40p per mile.

The status of two projects, currently running, (CLN and Community Grants) are approximately equal to 1 'standard project' their status is uncertain and will remain so for some time and so have not been included in these projections. A standard project is a management tool which enables LDCVS to use a set of baseline data in calculating costs for current and potential projects.

Assumptions made at this point:

- the approximate £5k Salary Adjustment to core will continue
- the £25k LSP funding will continue
- the £7.5K Hub development funding will continue
- That over the five year period 4 'standard' projects, or their equivalent net benefit to CVS will be initiated in accord with the table on next page

Standard project	Year 1	Year 2	Year 3	Year 4	Year 5
1	✓	✓	✓	✓	✓
2		✓	✓	✓	✓
3			✓	✓	✓
4			✓	✓	✓

The total budget for the LDCVS core function is £697,224 over five years. Budget sheets for all elements of LDCVS are included in appendix A. Under these projected budgets the financial position for years 1 -5 would be as in the table below.

	08 ~ 09	09 ~ 10	10 ~ 11	11 ~ 12	12 ~ 13
Core at Year End	2,831	6,113	14,792	29,528	56,511
Tfr to/from Reserves	2,831	6,113	8,766	3,945	3,973
Projected Reserves	30,831	36,944	45,710	49,655	53,628
Ideal Reserves	37,395	40,103	45,710	49,655	53,628

These are based on current, known, expenditure and income items and take no account of any potential from continued income from the two existing projects mentioned above.

Years one and two show a slight gain but not enough to cover the whole amount required for reserves, years three, four and five show reserves meeting requirements with a progressive increment in core balance at the year end(s).

8. Financial Appraisal

LDCVS has a great deal of documented experience in the delivery of projects and their associated services and costs; our financial manager has over twenty five years experience in Charity finance. Where actual costs are unknown, estimates for delivery of this plan have been made, based on this body of internal knowledge.

We have considered risks/variables which would affect the project and its ability to meet the planned outcomes as outlined elsewhere and believe that the project plan has sufficient capacity and flexibility to meet any unplanned incidences.

In implementing this plan LDCVS is aware of the need to attract additional funding (Standard projects or equivalent) in order to deliver against this plan.

In considering the effect of a change in the external environment we believe that there is sufficient flexibility in our operation (LDCVS) and our design of this plan to allow the project to meet the change and continue to deliver the key outcomes.

Financial planning :

Comprehensive Financial forecasts have been prepared but are not included in this document. In line with our internal budgeting processes these show a yearly forecast for the duration of the plan.

9. Promotion, Marketing and Communications Strategy

We will use our own existing, well established, networks and connections to reach service users and other stakeholders as well as using new ways to target and focus on under-represented areas, for example rural areas, areas of higher levels of deprivation and BME. These approaches will include proactive targeted outreach work together with a full package of re-designed services.

This work is integral to the work of the CVS and the promotion of services, its achievements will be publicised and integrated within the CVS' existing media to all beneficiaries and stakeholders.

Primarily the target audience of the marketing and communications strategy is VCFS organisations within the District of Lancaster, and the infrastructure organisations that support them.

Overview of the beneficiaries and target audience

Method	Audience
Press releases in relation to the Plan and its achievement: these will be issued throughout the lifetime of the Programme, including at the start	to raise awareness & profile of project within VCFS and with partners, funders and wider community.
Local & Community radio	to ensure accessibility to potential small beneficiary organisations who are not a member of any umbrella organisation
CVS web site – containing useful information which will be kept up to date and relevant.	Primarily VCFS organisations and small newly established VCFS organisations.
Leaflets and posters about the work of LDCVS; these can be displayed in key locations such as VCS infrastructure organisations premises, and distributed at events and forums	Beneficiary organisations; partners & funders
E-bulletins, website and newsletters	Member VCFS organisations; partners & funders
Word of mouth – this will play a key role particularly in reaching small newly established VCS organisations	Small newly established VCFS organisations
At forums, events & local network meetings through the integration of the project work with the event as well as leaflets & displays.	Beneficiary organisations, partners & funders
Use of local and regional networks – this will involve disseminating information and publicity about the Programme through networks such as the VCFS consortium, VCS, our own membership network, and other CVS infrastructure organisations across Lancashire	To ensure good communication links with partner organisations.
Representation and sharing of information at local, regional and national conferences and seminars	The VCFS as a whole.
Disseminating good practice event at the end of the lifetime of the Programme, to share its achievements and feed back the learning of this work to a range of key stakeholders including the voluntary sector, local authorities, young people and funders.	VCFS organisations; partners & funders

In addition, CVS will use a range of marketing methods such as press releases and networking opportunities, in order to raise the profile of LDCVS to:

- funders who support the VCFS, to enhance awareness of the development of the beneficiary organisations and increase opportunities for funding.
- vcfs organisations who do not currently access our services
- statutory and commercial organisations in order to raise awareness of the sector and our role
- the wider district population to raise awareness of the sector and our role

10. Monitoring / Evaluation of Business Plan

This will be principally monitored by the management team with additional data obtained through returns provided by other staff / volunteers at LDCVS. LDCVS will monitor and evaluate its VSD work in the following ways:

10.1 Gathering of baseline data:

This will be done through the initial one to one action planning session with each beneficiary organisation, which will include documenting an organisational profile to include data on:

- Current capacity of trained staff and volunteers
- Governance details
- Profile of staff, including breakdown of those from under- represented groups
- Current volume of funding

10.2 Tracking and measuring Plan Outcomes

Systems and procedures will be put into place to ensure evidence is gathered in a timely and consistent manner to both monitor and demonstrate achievement of Outcomes and milestones of the Programme.

This will be carried out through:

- Keeping records of all beneficiary organisations worked with including copies of action plans

And in relation to specific Project Outcomes as follows:

350 interventions that increase the strength and effectiveness of VCS organisations over the lifetime of the project .

- Comparison of base-line data in relation to organisational capacity collected prior to and after support to beneficiary organisations through the Development Project.

450 interventions that will build the capacity of voluntary organisations to access financial resources over the lifetime of the project.

- Comparison of base-line data in relation to volume of funding collected prior to and after support to beneficiary organisations through the Development Project.

The knowledge and skill sets of 100 organisations from across the sector will be improved in each year over the lifetime of the project.

- Records of organisations attending training sessions coupled with evaluations of each session.

600 organisations will have improved access to IT and paper based information systems over the lifetime of the project.

- Record of number of organisations signed up to receive various forms of information, records of other types of information given out and counter for visits to web site.

120 organisations will benefit from increased sectoral cohesion, representation and co-ordination over the lifetime of the project.

- Records of number of organisations attending various forums and events coupled with evaluations for each event.

1 infrastructure organisation, (LDCVS), better able to meet the needs of the sector by year 5 of the project.

Qualitative Feedback

This will be collected from the beneficiary organisations and their staff and volunteers who have accessed training through:

- The use of follow-up questionnaires to the beneficiaries to obtain feedback on the impact of the Programme on their organisations
- Use of questionnaires to obtain feedback from beneficiaries attending training, briefing sessions & forum events.
- Ongoing informal feedback during one to one support sessions, where beneficiary organisations will also be reviewing their progress towards their action plan agreed at the first session.

Monitoring and Evaluation of the Plan

Information gathered will be used to monitor progress and improve the delivery of the programme as follows:

Programme Outcomes, targets and milestones will be recorded on spreadsheets, and all associated project data will be keyed into a Management Information System. This information will be reviewed at monthly meetings of Programme staff, to ensure the work is on track and achieving its Outcomes, and any issues will be addressed, including any need for changes. All staff will have monthly supervision sessions and annual appraisals, at which progress in relation to the Plan will be reviewed, with any areas for improvement and training identified.

The Lancaster District Hub includes representatives from a cross section of key beneficiary organisations within the district and will scrutinise the progress of the project. Progress on Outcomes will be an agenda item bi annually and the annual evaluation and mid term external evaluation will be discussed with members who's views will contribute to the development of the plans for the following year.

The LDCVS Management Committee will receive, for approval, detailed financial reports on a quarterly basis, these are based on the management accounts discussed by the management team and treasurer on a more frequent basis. In addition an annual set of audited accounts will be produced in conjunction with our auditors Cooper Lancaster Brewers.

As well as ongoing evaluation, there will be an annual internal evaluation of our progress in meeting the targets set out in this business plan, in terms of its impact and progress towards delivery of its Target Outcomes. In addition our BASIS bid and project plan includes funds to hold a mid Programme evaluation carried out by an external consultant and a final year evaluation

exercise. This will be led by an external consultant and will involve a focus group made up of representatives from beneficiary organisations, Project staff and other key stakeholders including funders and representatives from the local authority.

We plan to contrast and compare the results of our evaluation work with any results of surveys conducted by Lancashire VCFS Consortium regarding the impact of infrastructure support service to front-line VCFOs.

11. Risk Analysis

Appendix A Sheets 1-3 shows our assessment of the risks associated with this business plan using a PEST and SWOT analysis and a Risk assessment. We are confident, following the results of this analysis that identified threats and weaknesses will not affect the viability of this plan.

12. Supporting Information (Appendices)

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A	3	Risk Analysis	33
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C	1	Additional Documentation, available on request.	39

Appendix A - Sheet 1 - SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • Strong Management team with 50+ years of experience • Established staff team with wide mix of skills and experience • Medium term stability established • Systems and administration fit for purpose • Policies and practices reviewed and up to date. • Extensive local VCFS knowledge • Extensive database of VCFS organisations • Strong networks and working relationships with a range of partners • Strategically well positioned within the district Political and VCFS community • Excellent resources 'bank' • Successful track record of work and project management • Identified Need • Strong links with small groups Volunteering and Learning • Diversity of Funders 	<ul style="list-style-type: none"> • Our perceived strength is also a weakness • The Demographic and Geographic make up of the district may mean that some sections of the community remain underrepresented by Voluntary organisations able to deliver services • Groups needs may vary in different geographical areas • Size of Staff Team may cause issues during illness etc • Over reliance on staff team to deliver outside their normal parameters • Difficulty for LDCVS to express 'who we are' in simple terms • Diversity of Funders • Geographical location of LDCVS
Opportunities	Threats
<ul style="list-style-type: none"> • Mid Term Stability will allow exploration of longer term solutions. • To deliver a range of quality services to the VCFS that have previously been ad hoc • Wider Membership will strengthen the role of LDCVS • A continuous demand for the project and perceived need to extend it • A strengthening of links / working relationships with other VCFS organisations • A strengthening of links / working relationships with Statutory bodies • PR increment in VCFS and individual awareness of the role of LDCVS 	<ul style="list-style-type: none"> • Insecurity of elements of longer term funding • Competition from other sources local/sub-regional/regional • The Geographic/Demographic make up of the district creates many areas of need which are difficult to quantify using traditional techniques for identifying need. • Groups do not take up offers of support • Disinterest from public sector or unwillingness to change • Staff leaving during project • Security of Tenure / relocation of LDCVS • Loss of focus following any of the above threats

Appendix A - Sheet 2 - PEST Analysis

Political	Environmental
<ul style="list-style-type: none"> • This is a non political project • The local regional national political climate is likely to change during the life of the project which may have a 'knock on' effect on the project and other decision making processes • The funding climate for LDCVS and Clients may be affected by for example 'The Olympics' • An increase in Competitive commissioning for services may effect LDCVS and clients • This project will create more understanding and cooperation between the sectors 	<ul style="list-style-type: none"> • Demographic layout of district will have an effect on service delivery • Generally the project will have a low environmental impact • The project will support environmental activities • Re-location of L City C offices would impact on decisions
Social	Technical
<ul style="list-style-type: none"> • High positive social impact • Improve social provision of activities and services in the community • Added benefit for beneficiaries of the groups targeted • Social benefits to attendees of events and training 	<ul style="list-style-type: none"> • LDCVS will use up to date ICT to deliver the project • The project can also use traditional methods to deliver • Wide variety of client groups will demand a variety of technical solutions • Consequent start up costs increased

Appendix A - Sheet 3 - Organisational Risk Assessment

Probability (P)	Impact (I)	Risk Band
5 Highly likely	5 Major Disaster	1 - 5 Low
4 Likely	4 Very Serious	6 - 10 Medium
3 Possible	3 Serious	11 - 25 High
2 Unlikely	2 Fairly Serious	
1 Highly Unlikely	1 Insignificant	

	Identification of Potential Risk	Identification of impact or hazard	P	I	R	Steps taken to mitigate risk	Action needed	Comments
1	Unidentified factors effecting delivery of the project	A major unidentified problem could disrupt or stop the delivery of this project and/or other supporting services	2	4	6	LDCVS undertakes risk assessments on activities and monitors and evaluates risk though various internal processes e.g. management meetings	Risk and Risk Management is always considered as part of our Management / Governance process	LDCVS has a proactive approach in delivering projects and ensures that, robust systems exist to counter problems
2	LDCVS loses key funding	Project is not sustainable without LDCVS being in existence	1	5	6	LDCVS links with City & County (Core Funders) are high on our agenda. The LDCVS Executive are proactive in ensuring that LDCVS is able to maintain its services	LDCVS management continues to make sustainability a high priority.	We have a good working relationship with City and County. Our management systems enhance that relationship
3	Key Management staff leave before the end of Project.	Loss of continuity in delivering project management	3	2	5	LDCVS has good internal support mechanisms for staff and a fairly low staff turnover	Ensure that Management staff are valued and continue to receive the support needed to deliver the project	Remains an unknown factor
4	Key Project staff leave	Loss of continuity in	3	2	5	LDCVS has good internal	Ensure that Staff are valued	Remains an

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	before the end of Project	delivering project				support mechanisms for staff and a low staff turnover	and continue to receive the support needed to deliver the project	unknown factor
5	Failure to meet project milestones/outcomes	Failure to deliver project would impact re terms of funding	1	4	5	The project will be monitored against targets/outcomes appropriate steps taken if necessary	LDCVS management will monitor progress against targets/outcomes to ensure the project is meeting expectations	Past Experience shows that LDCVS meets its targets and usually exceeds them
6	Project Volunteer(s) leave before the end of the Project	Loss of continuity in delivering project	3	1	4	LDCVS has good internal support mechanisms for Volunteers	Ensure that Volunteers are valued and continue to receive the support needed to deliver the project	Likely that volunteers with required skills would find paid employment during life of project
7	Competition	Inability to compete	1	1	2	LDCVS is currently a strong sustainable organisation that has the ability to react to competition.	LDCVS will continue to maintain high quality Governance, Management and provide a quality service. Continued involvement at regional and sub-regional level in the VCFS community will ensure that we retain our position in our community	Given our partnership working through The VCFS Forum etc competition from another organisation is unlikely

Appendix B: Premises

Why should CVS consider its premises?

The existing premises have a number of problems which need addressing and which present a visitor to LDCVS with an inappropriate impression of CVS.

- Disabled parking
- Parking generally
- Signage / Visibility
- No passing trade / location in City
- Low / inappropriate profile to visitors
- Visual layout /decoration inappropriate
- Size / layout of rooms available (wrong mix)
- Lack of private interview/meeting space
- Lack of privacy in some offices when required
- Damp in rooms
- Rooms below ground level have an adverse affect on staff
- Poor natural lighting / ventilation
- Limited kitchen facilities, not disabled friendly
- Limited facilities on first floor
- No toilet facilities on first floor
- Limited disabled toilet facilities
- Fire Escape all areas
- Furniture & decor in all public areas
- Disabled access to building

General Location

LDCVS has historically always been situated in Lancaster. Parking arrangements and distance to travel for the able-bodied are similar across the City, however, particularly for the disabled, there are difficulties to consider. There are a limited number of disabled parking areas, the restrictions on access for loading and unloading, apart from those with a 'City Centre' permit will cause problems for many visitors to LDCVS who at present just tend to stop outside and rush in!

- Is it essential that we stay in the city?
- Properties are cheaper in Morecambe
- Staff would have issues with increased travel getting to and during work
- Do we need to be closer to transport links such as the Bus Station, Railway Station or the Motorway?
- How do most people access our services?
- Car, Train, Bus, foot
- Do we need a central location for passing trade
- Would people rather make a special visit or call in passing?
- Would an out of town location which offered training facilities and a pleasant location with good road access and parking be adequate?
- Would a town centre facility with either a shop front to attract passing trade or just office space with disabled access be adequate?

Where is our ideal location?

- Lancaster City Centre
- Lancaster Outskirts
- Morecambe Centre
- Morecambe Outskirts
- Rural Location

Physical layout of premises to be considered

Getting To the Premises

- Parking

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- Approach and routes to entrance
- Lighting and signage to entrance
- Surfaces of approach
- Street and grounds furniture

Getting Into the Premises

- Steps and ramps
- Entrance doors and thresholds
- Reception areas including desks, seating and lighting

Getting Around the Premises

- Lateral circulation, width of corridors etc
- Internal direction signs
- Floor surfaces, and tonal contrasts of surfaces
- Vertical circulation - lifts and stairs

Using the Services in the Premises

- Toilets, washrooms, changing and bathroom facilities
- Access to and in eating and bar areas
- Public room access and layout
- Lighting, heating and acoustics
- Accessibility of switches, handles and controls
- Seating and furniture
- Telephones and electrical equipment
- Alarms and acoustics

Getting Out Of the Building

- Fire exits and escape routes
- Emergency lighting and warning systems

Managing the building and services

- maintenance of building, lighting, heating and other systems
- general Health and Safety
- employment of a building manager
- achieving a high letting to meet financial targets

The building first and foremost must be as far as practical accessible and conform to modern standards.

Sole Occupancy / sharing other considerations

- Space required
- Advantages/disadvantages from sharing sole occupancy
- Cost effectiveness of large/small premises
- Public face with shared space
- Sharing a reception
- Sharing other services and equipment

Appendix B: Premises (2)

Location - Lancaster or Morecambe?

Lancaster		Morecambe	
Advantages	Disadvantages	Advantages	Disadvantages
Bus Station which serves outlying areas, need catch only one bus	Hilly	Flat land	Need to change bus, unless travelling from Lancaster even if site on a Bus route
Train Station on main line	More expensive land	Cheaper land	May lead to more people having to travel than at present

Accessibility

Needs to be accessible by all. Ideally in a central location. Easily reached by walking, cycling and public transport. Good wheelchair access. Have own car parking with designated Visitor spaces and bike parking.

Design

Ideally should be:

Environmentally friendly with lots of natural light and fresh air circulation. Attractive, clean and hygienic (last two a statutory requirement for offices).

Include:

Staff Room

Have kitchen facilities i.e. fridge and microwave and rest area to eat lunch. Consider is it accessible to all? Need to have a source of clean drinking water.

Toilets

A larger number of disabled access toilets than normally provided to accommodate the users and visitors to the building. As long as single occupancy do not need to designate male and female only use, so could in theory make all toilets accessible to all. Need to have hot and cold (warm) running water

Reception Area

Needs to be welcoming with a waiting area.

Meeting/Training facilities

Have one large meeting/training room with modern technology facilities i.e. loop system, PowerPoint presentation capabilities. A number of smaller rooms for splitting up into discussion groups or to accommodate smaller groups. Facilities for making drinks (share with staff or separate).

Offices

Legal minimum 11m³ per person, max height can use to calculate is 3m. Takes no account of volume office furniture takes up. Could go for open plan with screens or individual offices or a mixture. Share building with other voluntary organisations to improve communication. Would like windows. If have windows these should provide adequate ventilation.

Space for volunteer bureau

Print Room

Well ventilated because of heat and ozone.

Office Consumable Store

To provide cheaper stationary to the voluntary sector, provide employment and income. Size dependent on how much stock going to carry.

Crèche Room

For parents who are attending meetings/workshops.

Community Arts/exhibition space

To display a variety of Art (in the broadest sense) from community groups.

The space could be rented out (at low cost/competitive rates); this would promote the community group as well as CVS as an organisation. This would work best if centrally located not on the outskirts.

Community café

This could be run alongside community allotments, promoting organic gardening and food production, local produce, etc and could be self sustaining.

Community recording studio

Outside

Garden & Patio area with seating.

Large and secure bike parking facilities under cover. Best to have Sheffield stands, which is an upside down U shape. Other types can lead to bike damage.

Building Options

Present site: very approx measures 20 X 12 X 9 metres = 2160 cubic metres

Convert existing ground floor into a Community Training Facility. This would involve extending the large room on the S side of the building to provide the large meeting room. Put in smaller meeting rooms, disabled toilets and kitchen facilities. Would need to put in a lift or ramp to access other floors of the building.

First floor: Have S side as the reception area with ramp access. Divide remaining space into two with mezzanine floor, with offices on both floors.

Advantages: Central location; people know where CVS is.

Disadvantages: Need to find somewhere in the interim; Listed Building limits what can do and adds to cost of upkeep; mezzanine floor will obscure part of the windows; grave yard has bodies still in it making installation of ramp more difficult; cost of installation of a lift and maintenance, and issue of evacuation of wheel chairs user if lift the only means of escape; on a hill with limited car parking nearby; Ground floor partly below ground level on W side building causing damp problems – will need attention to sort out.

Plans for building will be dictated by the space of the building and may not be fully able to get what require.

Brown field site:

Advantages: Able to design the building from scratch and so get what require;

Appendix C: Other Documents available on request

Item	Title
1	Constitution
2	Annual Accounts
3	Annual Report
4	Hub Magazine
5	E-Mail Bulletins
6	Conduct Policy
7	Probationary Policy
8	Disciplinary Procedure
9	Grievance Procedure Policy
10	Equal Opportunities Policy
11	Sickness and absence from work policy
12	Health and Safety Statement and Policy
13	Software Policy
14	E-mail and Internet Policy
15	Data and information policy
16	Risk Management Policy
17	Dignity at Work Policy
18	Maternity Policy
19	Paternity Policy
20	Parental Leave Policy
21	New & Expectant Mothers Policy
22	Volunteers Policy
23	Training Policy
24	Smoke free Policy
25	Electronic Signatures Policy
26	Supervision and Support Policy
27	Confidentiality Policy
28	<i>(Child & Vulnerable Adult)</i>
29	<i>(Safe Systems of Work)</i>
30	Environmental Policy
31	Complaints procedure