

COUNCIL FOR VOLUNTARY SERVICE  
**Rochdale**



# blueprint

## October 2010

News from CVS Rochdale

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**"Working together to develop a diverse, strong and effective third sector in the Borough of Rochdale"**

info@cvsr.org.uk Tel: 01706 631291 www.cvsr.org.uk



# Communication & Information Update

Hi Everyone

That time of year has come again and the cooler, darker nights are starting to roll in. We all hope that you enjoyed the summer.

Nicole and I have been busy once more updating and working on the website to keep you updated with news, events and training programmes. If you have any comments please do not hesitate to email me [s.harper@cvsr.org.uk](mailto:s.harper@cvsr.org.uk) If you have missed any previous publications (e-bulletins, forum minutes etc, you can find them on our web page)

As you are reading this new issue of Blueprint, we are getting ready for our AGM which will be on Tuesday 23<sup>rd</sup> November 2010 @ The Masonic Hall Rochdale.

The AGM will be part of the Community Conference – **Thinking the Unthinkable**. For more details on this you can contact me on the email above or anyone in the Advice, Information and Support team here at CVS Rochdale and of course on our website [www.cvsr.org.uk](http://www.cvsr.org.uk)

I hope you enjoy the October issue and I know this sounds early but the next issue of Blueprint will be January, so to this I would like to wish you all a peaceful and relaxing winter break also best wishes for the coming year!

Sarah Harper  
Communication & Information Officer

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Over the year the staff here at CVS Rochdale have been raising money to help with the Borough of Rochdale Fund – Every pound that is raised is matched.

The Garden Party on 8<sup>th</sup> July 2010 was a great event. The staff joined with many organisations which are connected with CVS Rochdale to create a fun afternoon. We had many stalls, plants, cakes, flower arranging, tombola and 'Cream Teas' were served.

One of our member organisations Rochdale Connections Trust had their own stall where their young members had baked many delicious cakes. The young people really enjoyed themselves and we hope that it has encouraged them to carry on baking and raising funds, they certainly deserve great credit for achieving some beautiful cakes.

Joining us for some great entertainment was Sophia, a very talented singer and keyboard player; she gave the afternoon a wonderful summer feeling with the songs she sung. The Staff team here at CVS Rochdale worked very hard in making the day a success, this included baking cakes, making the bunting, garden clearing, seed planting and much, much more.

We have had correspondence from Colin Evans, Vice Chair of Public Sector Community Foundation for Greater Manchester and Member of the Borough of Rochdale Fund Advisory Group thanking us for our efforts.

# 'Thinking The Unthinkable' CVSR Community Conference & AGM

**Voluntary and community groups in Rochdale are facing perhaps the biggest challenges in their history as announcements of funding cuts send shockwaves around the borough. Even groups which seem to have been spared cutbacks at present are likely to suffer from the ripple effects as pressures on funding providers increase and previously reliable funding streams dry up or become increasingly stringent in their criteria.**

**How can the sector respond to these challenges? Through diversification? Collaboration? And how can CVS Rochdale support organisations through this crisis?**

These are some of the questions that will be asked and answered at our **Community Conference and AGM.**

The conference will feature six specially-devised seminars and workshops:

## **Funding Through Contracts—What You Need to Know**

A guide to the process of commissioning - what do you need and how can you get it - in order to be able to compete in the contracting arena.

## **The Nuclear Option**

What do you do in the worst case scenario if funding is drastically cut and you have to face redundancies, reduced services or even the 'nuclear option' of closing down? What are your moral and legal responsibilities and how do you fulfil them?

## **Collaborative Working**

In times of limited funding, working together may be one of the few ways to ensure the survival of many groups. Discover how accessing collaborative strategies could make the difference for your organisation.

## **Meet the Funders**

Come prepared with your questions as a range of funders will be available to tackle your challenges, as well as giving you hints and tips about what makes a successful application.

## **Opportunities in the Big Society**

Essential facts to help you get to grips with the Government's Big Society agenda.

## **Volunteering—Key Challenges**

How will the current economic climate **IMPACT** on your organisation and volunteering?

At the lunchtime AGM our guest speaker will present a perspective on '**Responding to Public Sector Cuts**'.

**For Further Information or to book a place contact:**

**Denise Lancashire on 01706 631291 or [d.lancashire@cvsr.org.uk](mailto:d.lancashire@cvsr.org.uk)**

**Or click [here](#) to book online**

**Tuesday 23rd November 2010  
Rochdale Masonic Buildings,  
Richard Street, OL11 1DU**



# Advice, Information & Support Services

Manager Michelle Warburton (formerly Ling)

Quality Assurance Officer – Elaine Grace

Advice & Information Officer (HR, Learning & Development) – Rebecca White

Administrative Officer – Denise Lancashire

## Key messages for the sector in tough times

### **Evidence your work**

Using a quality management tool such as PQASSO can demonstrate to funders and commissioners that your organisation is committed to delivering quality services with measurable outcomes to service users. Charities Evaluation Services, who developed the system, are keen for PQASSO not to be a prescribed system used by the sector although research has shown that PQASSO is the quality Assurance system most widely used within the voluntary and community sector.

### **Show outcomes**

Current rhetoric points to the continued importance of 'outcomes'. Outcomes can be defined as the changes, benefits, learning or other effects that happen as a result of your work.

Understanding your organisations outcomes can help you use increasingly limited resources most efficiently to meet users' needs. The Charity Commission also requires organisations to report on their achievements which include outcomes. Funders are increasingly asking what outcomes a project is expected to have.

The ability of a group to demonstrate outcomes and evidence that work is planned, managed and delivered in an efficient and effective manner is increasingly important and relevant in today's current financial climate. As the sector delivers such a wide range of services to so many throughout the Borough, funders need a way of determining which organisations have the 'edge'.

### **Motivation**

The saying goes 'when the going gets tough - the tough get going'. In order to keep staff and users it is essential to maintain their motivation. This can be achieved through their involvement with planning, cost-saving measures are more likely to be effective if staff/service users have been asked for ideas or consulted and after all, they are the ones who are best placed to identify what resources will or won't be missed. It can be encouraging for both staff and service users to be involved.

### **The Borough of Rochdale is unique!**

At a recent training workshop Martin Punaks of Charities Evaluation Services (CES) said that our Borough is 'unique'. Michelle Warburton (Community Links Manager) and Elaine Grace (Quality Assurance Officer) have recently had their PQASSO Mentor Licence renewed by CES and were told by Martin that although there are many mentors working throughout the country for local authorities and infrastructure organisations, CVS Rochdale is the only organisation he is aware of who have received funding from the local authority specifically to support the sector with Quality Assurance. The one to one support available to organisations from our Quality Assurance Officer can be as fleeting or as intense as you wish. Quality Assurance - proving to funders, service users staff (be it paid or unpaid) and the rest of the community that an organisation is delivering a service that is needed by the community and is delivered in a way that is well planned and organised is going to be increasingly important in the coming months and years.

To discuss any of the issues raised please contact Elaine Grace, Quality Assurance Officer at CVS Rochdale on email; [e.grace@cvsr.org.uk](mailto:e.grace@cvsr.org.uk)





# Advice, Information & Support Services

Manager Michelle Warburton (formerly Ling)  
Advice & Information Officer (Governance) – Tariq Khandoker  
Advice & Information Officer (Funding) – Emad Uddin  
Administrative Officer – Denise Lancashire

## Human Resources Management

The new **Equality Act** that will come into force on 1st October 2010 is the latest in a long line of legislative changes that are having a huge impact on voluntary sector organisations. We will soon be scheduling updated **Equality and Diversity training** which will cover all the major implications of the Equality Act 2010, and we recently scheduled two new free seminars to help groups keep up to date on some other key employment changes: **Sickness Management and the Fit Note** (held on Tues 21st Sept) and **Pensions Changes 2012 and Beyond** (held on Tues 28th Sept). If you missed those sessions and would like to receive the training, please contact Becky White (r.white@cvsr.org.uk) - it may be possible to schedule additional dates if there is enough interest.

The '**Workforce Planning & Recruitment**' training course that was held in August was well-received, with over 70% of attendants rating every aspect of the course as excellent or outstanding. We will be running this course again on November 20th, and will also be running '**Workforce Management & Development**' on October 9th.

Next time you visit Partnership House, why not take advantage of our newly-equipped **Resource Room**? It is stocked with newsletters, books and other resources, including a range of HR factsheets on topics such as recruitment, equality and diversity and staff development.

In recent months we have supported groups to update policies, employ staff for the first time and carry out equality impact assessments. Whether you are facing recruitment or redundancies, contact Becky White at CVSR (r.white@cvsr.org.uk) for advice, information and personalised support.

### **CEO/Managers Forum**

The inaugural meeting was held on 27th July and proved to be a lively gathering with plenty of thoughts and ideas shared. This forum will be meeting bi-monthly to continue to explore the challenges and opportunities facing the sector, and consider the unique responsibilities and difficulties facing managers and CEOs. If you are a senior manager or CEO of a voluntary sector group then please contact Becky White for details of future meetings.

## Health and Safety

How effective are your **risk assessment procedures**? Most organisations understand the importance of carrying out risk assessments for the workplace, and even for areas that are open to the public, but how often are they reviewed and brought up to date? What if a special event is planned, such as a fundraiser? What if a trip to another location is planned? On 26th October, 10-12noon we will be running a new seminar at CVS Rochdale, '**Carrying out Risk Assessments**', aimed at refreshing and updating your understanding of this vital area.

Also, in response to popular demand, we have scheduled a seminar on '**Principles of Manual Handling**' which will be held at CVS Rochdale on Wednesday 6th October, 10-12noon. To book on any of these courses, please contact Denise Lancashire (d.lancashire@cvsr.org.uk).



# Advice, Information & Support Services

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## Funding

As part of a continued push to improve the knowledge on funding opportunities available for voluntary groups, I have created themed funding bulletins which have been emailed to all CVSR members and are also available through the CVSR website by clicking [here](#)

## Training

September saw the introduction of the new "**Funding and Full Cost Recovery**" delivered by myself and Stuart Golding. The course focused around how to plan a project, where to research potential funders, the different types of funders, funding trends and an introduction as well as practical examples of the key concepts of Full Cost Recovery. Feedback from the course includes:

*"Well Delivered and Jargon Free!"*

*"Covers a wide range of complicated procedures without being vague"*

*"Good structure and clear, concise notes"*

## Training Dates for Your Diary

The next "**Funding and Full Cost Recovery**" course will be on 9<sup>th</sup> November 2010.

## For the Future

In order to improve the funding research options available to groups I will continue to create themed funding bulletins and promote the use of the resource room where groups can make use of the GrantFinder database. I will also be looking to provide access to the **Greater Manchester Funding Portal** – an online funding database (more information will be available through the CVSR website soon).

If you would like to make a booking to use the GrantFinder system or just need some support with researching and securing funding, contact Emad Uddin on (01706) 510831 or alternatively e-mail [e.uddin@cvsr.org.uk](mailto:e.uddin@cvsr.org.uk)



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## The Greater Manchester Funding Portal

**Find the latest funding opportunities, information and guidance with **FREE** access to an online funding database.**

If you are a voluntary organisation, charity or community group in Rochdale, GMFunding.net is a new, **FREE** service to help you search for sources of funding for your organisation, venture or project.

The Greater Manchester Funding Portal is a brand new online resource that will give you all you need to know about funding your charitable or community work, whether you are an individual, community group, voluntary organisation, registered charity or social enterprise.



Presented in the format of an online, step-by-step questionnaire, GMFunding.net enables you to identify and select only funding schemes and awards that are appropriate for your project. The information on GMFunding.net comprises in excess of 5,000 funding schemes that are available in the UK from European and national sources.

Factsheets and information about funding and fundraising will also be available for users of the service.

This project has been led by Voluntary & Community Action Trafford in conjunction with funding advisors from GMVSS organisations – the 'Funding Information Group'. Funding for this project has been obtained from Greater Manchester Voluntary Sector Support – the ChangeUp consortium for Greater Manchester.



**Register now and find the funding you need using the link featured on the CVSR Website**  
<http://www.cvsr.org.uk/funding>





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## **Business Planning**

In recent months my priority has been to help organisations meet the challenges of the current economic climate and the uncertainties in the sector I have worked with groups on long term strategic planning, helping them assess their current services and how they can best deliver services under increasing financial constraints.

I am therefore currently working with a number of organisations helping them to develop their Mission Statement and implement their long term goals.



### **Why do not for profit organisations need Vision Statements?**

Every organisation needs to define its purpose, philosophy, and values. The mission statement answers the basic question of why the organisation exists, and describes the needs the organization was created to fill. Without the guidance of a mission statement it is difficult to establish priorities and helps you to keep on track.

### **What's the difference between values and a mission?**

**Values** are the beliefs that your organisation has about the way it should work. For example, a community association might have values such as:

- To treat everyone in the community as equals
- To recognise the potential in everyone
- To recognise that everyone in the community has a contribution to make

If your organisation is looking to develop a long term strategy or business plan that will help to meet the challenges over the coming years, then please contact me I can help to develop a business plan that meets your needs.

In addition, I am delivering business planning courses throughout the year, please see our training schedule or call me on 01706 510822.



# Advice, Information & Support Services

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## **Trustee Forum**

The forum is an opportunity for Trustees of Voluntary, Community and Not for Profit Organisations to meet, network and collaborate.

The forum meets on the 2<sup>nd</sup> Wednesday of every other month and the venue rotates around the four Townships. The next meeting will take place on the 13/10/2010 at 6. 00pm at CVS Rochdale).

## **Governance & Set Up**

Despite (or possibly because of) the cuts in the sector at national and local level, I have a strong demand for start up organisations which want help on developing governance structures, securing funding and developing projects. I continue to work with these organisations providing them with training and 1 to 1 support on these issues.

CVS is committed to supporting and strengthening the sector. However, due to the severity of the possible cuts, over the coming months I will work with groups to “think the unthinkable” and reduce staff costs, cut services or formally dissolve and develop an exit strategy.

## **Governance Training**

The next governance training will take place at CVS Rochdale on the 10<sup>th</sup> November 2010. This will be for people who have had some experience in governance issues or a looking for an “intermediate level” of understanding of voluntary, community and not for profit organisation. The course outlines the roles and responsibilities of Trustees, the different type’s legal structures and how to develop a Mission Statement.

For further information please contact me on the number below.

Tariq Khandoker  
Advice & Information Officer (Governance)  
Tel. 01706 510822  
[t.khandoker@cvsr.org.uk](mailto:t.khandoker@cvsr.org.uk)





# Community Accountancy Service

Development Officer – Stuart Golding  
Apprentice – Joe Wilkinson

## **Tips from John O'Brien, chair of the Community Accounting Network (originally published in Third Sector magazine)**

### **Pensions**

It's quite surprising how many small organisations get into a mess over pensions.

One charity we work with is closing, and planned to transfer any remaining assets to another charity with similar objectives. But it has just hit a snag.

For many years, the charity's staff have been members of the local authority pension scheme. The staff have received their redundancy pay, and the trustees have contacted the council's pension department.

In the small print, there's the little matter of 'pension strain'. Basically, if the charity wants to leave, it has to pay off the deficit in the fund. In effect, it owes the pension fund about £125,000 that it doesn't have.

In practice, the pension fund will get whatever's left after the charity shuts down and there won't be anything beyond that to transfer to another charity. It might not be so easy for the trustees if the charity was unincorporated. Charity employers have a few options. The first is to not contribute to any pensions at all. But from 2012, new rules will make employer contributions obligatory.

Another is to join the local authority scheme. You need to be wary of schemes where you don't control the amount you have to pay or the costs of leaving the scheme. Or you can contribute a set percentage to employees' own personal pension plans or a stakeholder scheme. These defined-contribution schemes are at least in your control.

### **VAT**

Believe it or not, there are some special rules about VAT that are good news for charities. It does not matter if you are not registered for VAT - these apply to any charity. If you are not registered with the Charity Commission, perhaps because you're too small, you can apply to HM Revenue & Customs to be recognised as a charity for tax purposes and still benefit.

The main relief for charities is advertising. You don't have to pay any VAT if you advertise in someone else's newspaper, on their radio show or in any media communicating with the public. This includes recruitment and even such media as promotional stickers and pre-printed collecting envelopes. It also applies to payments you make to people who create your adverts. But you can't get relief on advertising in your own media.

Other reliefs are available for certain goods and services made available for disabled people, equipment for talking books and building construction for charitable use. You can also pay a lower rate of VAT on fuel for charitable use.

Another concession that is often overlooked, but can save a lot, is to do with rent. In certain circumstances, you can serve your landlord a disapplication notice to prevent them charging you VAT. It's complicated, with lots of small print, but worth investigating.

Overall, however, VAT remains a real tax burden on most charities and their funders.



# CVSR Training Courses

## Governance

### **Course summary:**

This one day workshop outlines the importance of effective Governing Document and the different types of legal structures that are available to not profit/third sector organisations. It also outlines the roles and responsibilities of Trustees under these different structures.

### **Who is the Course aimed At:**

Management Committee members, Charity Trustees or Directors, or individuals looking to become members of a governing body of not for profit/third sector organisations.

### **Overall Learning Aim:**

To increase knowledge of Governance structures.

### **Specific Learning Aims:**

By the end of the day participants will have learnt:

- ◆ What governance documents they need and why they are needed
- ◆ Good practice tools relating to effective governance
- ◆ Roles and obligations of Trustees

## Course dates and times

2010  
Wednesday 10th November  
Course Times  
10am - 4pm

Venue: To be Confirmed

To book a place on this course please contact Tariq Khandoker, Governance Advice & Information Officer on 01706 510822 or e-mail [t.khandoker@cvsr.org.uk](mailto:t.khandoker@cvsr.org.uk)

Please ask for our training schedule for further information and other training taking place 2010 to 2011

## Business Planning

### **Course summary:**

This one day course explains what a business plan is, the process needed to develop one and what the plan should include and how it is used.

### **Who the course is aimed at:**

Paid employees, volunteers and members of governing bodies of not for profit organisations.

### **Overall learning aim:**

To increase knowledge and understanding of business planning.

### **Specific learning aims:**

By the end of the day participants will have developed their understanding of :

- ◆ What a business plan is and how it is used in not for profit /third sector organisations
- ◆ The stages of the business planning process
- ◆ How to develop aims, objectives, outputs and outcomes
- ◆ Resource planning for what you want to achieve in the future
- ◆ The content and structure of a business plan

## Course dates and times

2010  
Monday 25th October  
Course Times  
10am - 4pm

Venue: Partnership House, CVS Rochdale

2011  
Friday 11th March  
Course Times  
9.30am - 4.30pm

Venue: To be Confirmed

To book a place on this course please contact Denise on 01706 631291 or e-mail [d.lancashire@cvsr.org.uk](mailto:d.lancashire@cvsr.org.uk)



# CVSR Training Courses

## Implementing PQASSO

### **Course summary:**

PQASSO is the Practical Quality Assurance System for Small Organisations. This course covers all aspects of introducing and implementing PQASSO within an organisation. It outlines all the necessary steps and explores the process of establishing a sustainable quality assurance system. It is designed to support participants in developing an action plan for implementing quality within their organisation and involving all the key stakeholders in the process. The course also considers the next steps for an organisation should they wish to apply for the PQASSO Quality mark.

### **Who the course is aimed at:**

Paid employees, volunteers, and members of governing bodies of not for profit organisations wanting to implement a quality assurance system within their organisation.

### **Overall learning aim:**

To ensure that participants have the relevant knowledge and skills to implement PQASSO within their organisations.

### **Specific learning aims:**

By the end of the two days the participants will have:

- ◆ Developed their understanding of PQASSO and the self-assessment process
- ◆ Considered the necessary steps for the successful implementation of PQASSO within their organisations.
- ◆ Discussed the key roles and responsibilities of key stake holders and considered ways of getting them involved in the process.
- ◆ Identified the key elements to be included in the planning process for implementing PQASSO within their organisation.
- ◆ A better understanding of the PQASSO quality mark service.



### Course dates and times

#### 2010

13th and 20th October

#### 2011

Tuesday 18th and Tuesday 25th January

Course Times - 10:00am - 4:00pm

To book a place on this course please contact Elaine Grace, Quality assurance officer on 01706 510834 or e-mail [e.grace@cvsr.org.uk](mailto:e.grace@cvsr.org.uk)

Feedback from previous PQASSO training participants include –

- *'it brings order to chaos'*
- *'good trainers and resources'*
- *'informal relaxes atmosphere – meant that everyone in the group contributed'*



**NEW BOOKING POLICY FOR ALL CVSR TRAINING - CVSR board of directors understand that organisations were having difficulties with paying the £25 deposit, as CVSR training courses are free of charge when people book and do not attend we incur unnecessary costs. CVSR are therefore implementing a new cancellation policy. In future organisations not turning up for training will be billed £25 administration charge, until you or your organisation pay this fee then your organisation will be ineligible to access CVS Rochdale training.**



# CVSR Training Courses

## Full Cost Recovery

### **Course summary:**

Full cost recovery is a one day workshop which outlines the importance of full cost analysis within not for profit organisations. It outlines what full cost recovery is, the benefits of applying the principles in not for profit organisations. It also provides the opportunity for the participants to do practical exercises using full cost recovery principles that then can be applied within their organisations.

### **Who the course is aimed at:**

Management committee members, staff and volunteers within VCS organisations.

### **Overall learning aims:**

To increase the knowledge of full cost recovery principles within the VCS.

### **Specific learning aims:**

By the end of the day participants will have learnt:

- ◆ What full cost recovery is
- ◆ How to define direct costs, support costs and apportion overhead/core costs
- ◆ How to use the full cost recovery software
- ◆ How to get the full cost recovery software

### Course dates and times

2010

Friday 12th November

2011

Wednesday 19th January

Friday 25th March

Course times - 9:30am to 4:30pm

To book a place on this course please contact Stuart Golding, community accountancy development officer on 01706 631291 or e-mail [s.golding@cvsr.org.uk](mailto:s.golding@cvsr.org.uk)

## Workforce Management & Development

### **Course summary:**

This course outlines aspects of managing and developing employees, including training the best employees, ensuring they are high performers, dealing with performance issues & ensuring your personnel and management practices conform to various regulations.

### **Course Outline:**

The course will cover:-

- Contracts of employment
- Induction of new employees
- Employee learning & development
- Performance Management, including supervision, appraisal & dealing with performance issues
- Employee pay and benefits
- HR Policies & Procedures

### Course Dates

2010

Tuesday 19th October 10am-4pm

2011

Monday 21st February 9.30am-4.30pm

## Workforce Planning & Recruitment

### **Course summary:**

This course outlines workforce planning techniques to ensure that your organisation has sufficient employees at present and in the future. It also examines all aspects of successful and fair recruitment and selection practices.

### **Course Outline:**

The course will cover:-

- Planning workforce needs within your organisation
- Job analysis and development of job descriptions and person specifications
- Advertising job opportunities
- Screening and selection of employees against set criteria

### **Who the course is aimed at:**

Paid employees, volunteers, managers and members of governing bodies of not-for-profit organisations which are employing or thinking about employing paid staff.

### Course Dates

2010

Saturday 20th November 9.30am-4.30pm

2011

Friday 11th February 9.30am-4.30pm

**NEW BOOKING POLICY FOR ALL CVSR TRAINING - CVS board of directors understand that organisations were having difficulties with paying the £25 deposit, as CVSR training courses are free of charge when people book and do not attend we incur unnecessary costs. CVSR are therefore implementing a new cancellation policy. In future organisations not turning up for training will be billed £25 administration charge, until you or your organisation pay this fee then your organisation will be ineligible to access CVS Rochdale training.**



# CVSR Training Courses

## Motivation and Retention of Volunteers

### **Course summary:**

The course is designed to ensure that volunteer co-ordinators gain knowledge of how to make their volunteers feel valued, therefore are more likely to be motivated in their volunteering and remain with that organisation.

### **Who the course is aimed at:**

Volunteer co-ordinators or others in organisations who are responsible for volunteers.

### **Overall Learning Aim:**

To enable participants to implement systems in their organisations which will help to motivate and retain volunteers.

### **Specific Learning Aims:**

Identifying reasons for lack of motivation and methods to address this. How to ensure that volunteers feel recognised for their input.

### **Course outline:**

The course will cover:-

- what motivates and de-motivates people in voluntary work
- identify signs and causes of de-motivation
- choosing the most effective ways of dealing with de-motivation
- understanding of why volunteers leave
- investigate dissatisfaction and how to deal with it
- discuss ways of recognising the contribution of volunteers
- enable participants to implement systems in their organisations which will help to motivate and retain volunteers

### Course dates

2011  
Wednesday 9<sup>th</sup> March

To book a place on this training please contact the Volunteer Centre on 01706 510835 or e-mail [vc.admin@cvsr.org.uk](mailto:vc.admin@cvsr.org.uk)

## Support and Supervision of Volunteers

### **Course summary:**

The course is designed to ensure that volunteer co-ordinators gain knowledge of how to ensure that their volunteers feel valued, therefore are more likely to be motivated in their volunteering and remain with that organisation.

### **Who the course is aimed at:**

Volunteer co-ordinators or others in organisations who are responsible for volunteers.

### **Overall Learning Aim:**

To enable participants to implement systems in their organisations which will help to motivate and retain volunteers.

### **Specific Learning Aims:**

Identifying reasons for lack of motivation and methods to address this. How to ensure that volunteers feel recognised for their input.

### **Course outline:**

The course will cover:-

What do we mean by support and supervision?

- What a supervision session is NOT
- Participants' experiences of supervision
- Benefits/Disadvantages of good support and supervision
- Factors contributing to good supervision/ unsuccessful supervision
- Essential skills for good supervision
- Effective listening skills
- Dealing with problems
- Implementation

### Course dates

2010  
Tuesday 16<sup>th</sup> November

To book a place on this training please contact the Volunteer Centre on 01706 510835 or e-mail [vc.admin@cvsr.org.uk](mailto:vc.admin@cvsr.org.uk)



# VCS Co-ordination

Manager Michelle Warburton (formerly Ling)  
Communication & Information Officer - Sarah Harper  
Forum Facilitation & Engagement Officer - Umer Baleem  
Administrative Officer - Nicole Mulligan



## **Local Strategic Partnership Update**

The new coalition government wishes to stamp its mark on the nation. One of the first initiatives was to announce the removal of Local Strategic Partnerships. Whilst this is news which could have dramatic effects, no change has currently happened and it seems to be business as usual. Other news from the government which could have dramatic implications has been the release of the white paper entitled "Equity and Excellence - Liberating the NHS". The Health & Wellbeing Partnership seem to be in a state of "limbo" with no real directives and strategic priorities being announced. The white paper announces that the PCT will cease to exist by April 2013 and this will be where the Health & Wellbeing Partnership's focus will be over the coming months. The Economic Partnership has just undergone a review and a report of its findings has been published. The report is quite extensive in length and once we have waded through it, CVS will produce a briefing outlining the main discoveries and suggested remedies. The Rochdale safer Communities Partnership has had a restructure in its membership but CVS and the third sector are still required for representation. The third sector representative for the Partnership will come from the Safer Stronger Communities forum to keep the communication flowing between the Partnership and the sector.

## **Children & Young People**

The forum is moving along with some developments to report. The forum has now decided that in the interest of progress, the forum will now have two elements. There will be a regular forum held every six weeks. This particular forum will address strategic priorities of the Children's Trust Board and the requirements of the Children's and Young People's Plan. All are welcome to attend, bearing in mind that discussions will be of a strategic nature. All VCS representatives of the Children's Trust Board and its sub groups are required to attend. There will be a further "General" forum which will be held every quarter. This quarterly meeting will be used to update the Voluntary and Community Sector on the work of the forum. The general meeting will also be used to relay concerns, issues and successes to the Children's Trust Board via the Children and Young People Forum and its representatives.

The forum was disappointed to hear that funding cuts had dramatically affected the Children and Young People's area of The wider Voluntary and Community sector. A large sum was cut from a relatively small number of organisations. The impact of these cuts is still to be felt with the funding being lost from March 2011.

## **Environment & Housing**

The Environment and Housing Forum has benefitted from having a number of speakers address it with regards to priorities at thematic partnership level. The forum has had speakers from the Design and Conservation sub group as well from the Environment & Climate Change sub group. The next meeting of the forum hopes to have a speaker from the Housing sub group address it with regards to its priorities. The forum members all agree that the speakers have delivered interesting presentations which have led to discussions about how the Voluntary and Community Sector contributes to the priorities, sometimes unaware that it did.

This forum has a representative at one of the sub groups who will start to report back to the forum and be the communication link that the forum is intended to be.



# VCS Co-ordination

Manager Michelle Warburton (formerly Ling)  
Communication & Information Officer - Sarah Harper  
Forum Facilitation & Engagement Officer - Umer Baleem  
Administrative Officer - Nicole Mulligan

## **Health & Wellbeing**

The Health & Wellbeing forum has had a busy time of late with publication of the coalition governments document entitled "Equity and Excellence Liberating the NHS" The forum has also benefitted from a guest speaker—Sheila Downey, Director of Adult Social care at RMBC. The forum has learned, that with impending cuts in the second phase of the spending review in October, no organisation will be immune and so all were encouraged to look at ways to streamline operations so that any funding cuts would have a reduced impact. The forum has also benefitted from a speaker from GMCVO who delivered a presentation on the implications of the white paper mentioned above. GMCVO has produced the example of the way forward for the sector by establishing a consortium and moving towards making it tender and commissioning ready. The forum as a whole, has much to consider with the white paper proposing radical changes to the way health and social care services will be delivered. We are encouraged by the growing number of members of this forum and hope that its growth continues.

## **Safer Stronger Communities**

The Safer Stronger Communities forum welcomes more members, in particular this forum would like to appeal to community centres who provide a whole array of services that lead to stronger communities. The last forum had recently been informed of changes in membership at the Rochdale Safer Communities Partnership (RSCP). At present the forum has few members who actually represent at the strategic priority groups of the RSCP. The forum would like to encourage attendance from Voluntary and Community Sector organisations who currently actively participate in the strategic priority groups to come forward and represent the sector. The communication links between the Voluntary Community Sector and the RSCP priority groups could be stronger and the forum is working toward this goal. The forum hopes to invite speakers on a regular basis to update it on the work of the RSCP and its sub groups.

## **Third Sector forum (formerly Open Network)**

This forum is aimed particularly at not for profit organisations in receipt of funding from public sector bodies. It links directly to the Quality of Place "Thriving Third Sector Sub Group" which is responsible for the national indicators relating to our sector. The purpose of the Third Sector forum is to work in partnership with the LSP Quality of Place Partnership to:

- Increase regular participation in volunteering
- Maintain a thriving third sector
- Increase the number of people who feel they can influence decision making in their locality
- Improve the implementation of Rochdale Borough Compact
- Improve commissioning with third sector organisations

The forum have received a presentation about the challenges facing the sector and had a discussion about the opportunities that may be presented through the governments "Big Society" agenda. The forum also received information about the government's white paper "Equality and Excellence: Liberating the NHS" which highlights NHS reform.

**The Quality of Place sub group** is made up of representatives from the Third Sector forum and representatives from PCT, RMBC and Greater Manchester Fire Service and links directly to the Quality of Place Board. The sub group has been focusing on review and revision of Rochdale Borough Compact, which is a partnership agreement that outlines the relationship between the statutory and the not for profit or voluntary sector and contains commitments about how the two



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sectors will work in partnership to more effectively strengthen communities and improve the lives of residents within the borough of Rochdale. The sub group have also been examining ways to get the sector ready for commissioning and measuring the impact of any public sector cuts to the sector. The lead officer of the sub group delivered a presentation to the Quality of Place Board around key challenges facing the sector, as a result of this, the Board have agreed to look at ways the partnership can best support the sector.

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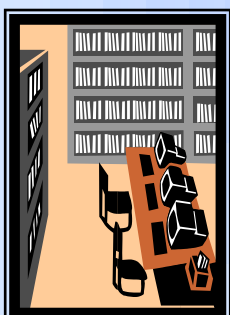
## **Communication & Information**

As a local infrastructure organisation CVS Rochdale is responsible for informing the sector. The information is disseminated using various methods of communication. We continue to research on your behalf to ensure that current issues and opportunities are brought to your attention as and when they arise.

In addition to this, as CVS Rochdale’s Communication and Information Officer, over the last three months I have:

- Attended a course on membership which was held at NCVO (National Council for Voluntary Organisations). The course gave me lots of new ideas regarding the process and value of membership to organisations and individuals.
- Facilitated the QOP: Thriving Third Sector Sub Group meetings where we are close to finishing the re-draft of the Rochdale Borough Compact. The Compact is a working document which we should all adhere to especially during these times where some voluntary/community groups are facing cuts and changes. If you do not know anything about Compact you can go to the website [www.thecompact.org.uk](http://www.thecompact.org.uk) which will give you more insight to the document and you can download the National Compact document. The Rochdale Borough Compact will be circulated when the re-drafting has finished.
- Gave a presentation to the Third Sector Forum (formerly Open Network) on the Big Society. The Big Society is a new government initiative giving voluntary/community groups and social enterprises the opportunity to take over the running of public services. The government would like to see more people involved in local community action which will devolve power from central government to local government and giving local authorities more control over decision making. Over the next months this topic will be the centre of many discussions.
- Renewals of CVSR Membership – Nicole and I have taken on the task of the Membership renewals, so if your membership has expired with us we will be contacting you very soon.

## **Resource Room**



We have a resource room which is accessible to all the organisations registered with CVS Rochdale. We have computers which have been installed with the Grantfinder package and also have a library of books and publications for you to research topics related to community voluntary work, governance and much more. If you would like to book a time to come and use the room or would like anymore information regarding the resource room, please contact any member of the Advice, Information & Support team, or VCS Co-ordination team.



## Volunteer Agreements

Volunteer agreements can be used to set out both an organisation's commitment to its volunteers, and what it hopes for from its volunteers. Such agreements act as a reference point for the volunteers, and a reminder to the organisation that it should meet the standards of good practice that it has set itself.

**Reasonable expectations** - Care must be taken to set out what the organisation will provide and how it will treat the volunteer and what it expects from the volunteer in such a way as to avoid the creation of mutual obligations, which could be regarded in law as creating a contract.

Typically in an agreement an organisation might commit:

- To provide a full induction and any training necessary for the volunteer role.
- To provide a named supervisor for the volunteer, with regular supervision meetings.
- To treat volunteers in line with its equal opportunities policy.
- To reimburse out-of-pocket expenses where there are receipts or similar evidence of cost to the volunteer
- To provide insurance cover for the volunteers.
- To implement good health and safety practice.

A volunteer agreement might expect volunteers to:

- Follow the letter and spirit of the organisation's policies and procedures, including equal opportunities, health and safety and confidentiality.
- To meet mutually agreed time commitments, or give notice if this is not possible.

**Reducing risk** - Organisations are understandably aware of the dangers of creating a contract with their volunteers, and can be reluctant to have any form of written agreement with them. However, as long as the organisation avoids any form of obligation or contractual language, any risk is outweighed by the benefits of having a written agreement. It's also worth noting that in some cases that have been before tribunals the existence of an agreement was not seen as significant, as it was clarifying 'reasonable expectations'.

**Reduce obligations on the part of the volunteer** - Any hint of obligation (for instance volunteers agreeing to volunteer for the next six months) runs the risk of the document being seen as contractual. It is better to talk of hopes and expectations, with the understanding that volunteers are free to come and go as they wish, and that there are no obligations placed upon them. One idea is to suggest that if the volunteers stay in the role for at least a specified time then both they and the organisation will get the most out of the experience.

**Reduce perks that could be seen as 'consideration'** - Although this may be difficult if organisations have historically given their volunteers substantial benefits, clear perks are likely to be regarded as 'consideration' by tribunals.

Even benefits which are necessary for the volunteer to carry out their work, such as training, can be problematic if they're couched in such a way so as to suggest an obligation on the part of the volunteer. For instance, some organisations ask prospective volunteers to commit to a specified amount of time in return for a qualification that could enhance the volunteer's employability. Instead of placing an obligation on the volunteer, it would be better to emphasise that they would benefit more from actually putting the training into practice, rather than simply completing the training and then leaving.



# Volunteer Centre

Manager Sheila Pilling  
Development Officer - Connie Cryer  
Development Officer - Stewart Dobson



**Avoid giving volunteers income** - It's also important to make sure that volunteers are reimbursed for actual out-of-pocket expenses only, and that they submit receipts and transport tickets for their expenses claims. Whilst it may be more convenient to offer a flat rate, remember that any sum over actual expenses may be regarded as a consideration, no matter how small it is, which could create a contract.

**Don't make the relationship sound contractual** - It's best to avoid using very formal language or employment jargon, as this could imply contractual conditions. Nor should volunteer agreements be referred to as 'contracts', as it would be hard to argue that there wasn't an intention to create a contractual relationship when referring to a document as a 'contract'.

**Make it clear that you don't intend to create a contract** - Where it is not practical or reasonable to remove all benefits or obligations, it makes sense to state in volunteer documents such as agreements or policies that there is no intention to create a legally binding relationship, for example:

*This agreement is not intended to be a legally binding contract between us and may be cancelled at any time at the discretion of either party. Neither of us intend any employment relationship to be created either now or at any time in the future.*

It should be noted that this is not an easy get-out clause. If the arrangement between the organisation and its volunteers is regarded as contractual, such disclaimers are likely to be ignored by any tribunal or court.

**Signing agreements** - Volunteer England advice is against asking volunteers to sign volunteer agreements, as this can also appear contractual.

A volunteer agreement helps both the organisation and its volunteers by making expectations clear. Both agreements incorporate current thinking on what is good practice in managing volunteers. They also address the possibility of volunteers being considered employees in the eyes of the law.

A volunteer agreement is usually part of a set of documents, which includes a volunteer policy and volunteer role description.

*Taken from Volunteering England Fact Sheet*

**For help writing a volunteer agreement please contact the Volunteer Centre**

## **CRB/ISA update**

The Home Secretary, Theresa May, issued a statement in July 2010, to the House of Commons stating that they are going to review the Vetting and Barring and criminal records regimes. As you are no doubt aware, voluntary registration with the Scheme was due to start on 26<sup>th</sup> July. The first phase of the Scheme's rollout was being limited to new employees and job-movers working or volunteering with children or vulnerable adults. Now, a decision has been taken that this should be halted to allow the Government to redraw the Scheme to common sense levels. Therefore all groups registered with RADPAC will continue with the CRB process as normal. The only change for now is that we are now using the new purple forms and are ignoring the ISA section of the form. If you have any of the white forms they are no longer valid and need to be destroyed.

As soon as we hear any further information on this matter RADPAC will inform their registered groups.



V Manager Iram Taj  
Youth Volunteer Development Officer - Rosamund Hayes  
Youth Volunteer Development Officer - Kelly Dawson  
vinvolved Administrative Officer - Hayley Greenhalgh

## vinvolved Team

### Summer updates

During the summer we have been really busy finding opportunities for young people who have finished College and University as well as helping out at events and supply volunteers.

### Redwood School—Towpath Tidy with British Waterways 1<sup>st</sup> July 2010

Students from Redwood School in Rochdale took part in a volunteering event with British Waterways. Everyone had a wonderful time and worked really hard at helping to clean-up an area on the canal near Castleton. Activities included weeding, cutting back trees and bushes and clearing overgrown vegetation from the cobbled areas on the bridge. The area has an historic interest (over 100 years old) and is environmentally protected. vinvolved will be working regularly with students in the future.



### U-Nite Community Cohesion 2010 Thursday 6th August

vinvolved worked in partnership with the community safety team and recruited volunteers for the various groups/workshops that would be taking place throughout the day. 17 volunteers attended the event and worked really hard, and had fun at the same time. Some of the volunteers participated in the workshops and others



lead the teams around the workshops, including the Police Armed Response Team, the Pink Triangle Theatre and the Guns and Gangs workshop where 2 volunteers were made up with make-up to show what injuries can result from fights with weapons.

The aim of the day was to build a mutual understanding between young people aged 12—16 from different socio-economic groups, ethnic backgrounds and areas of the borough. To bring young people into contact with officers from across the borough's voluntary and statutory agencies in a non-confrontational environment. Young people were able to voice their concerns about day to day issues on a large scale and break down barriers between young people and other agencies through positive contact.



Make a difference day will be our next main event on Friday 29th October, more details to follow shortly.

V Manager Iram Taj  
 Youth Volunteer Development Officer - Rosamund Hayes  
 Youth Volunteer Development Officer - Kelly Dawson  
 vinvolved Administrative Officer - Hayley Greenhalgh

## vinspired awards

### Giving young volunteers the recognition they deserve

The **vinspired awards** is a national recognition scheme to highlight the amazing talents of young volunteers and celebrate the difference they make every day through volunteering.

The **vinspired awards** are designed to help young volunteers to:

- Identify the **skills** they've gained
- Reflect on the **positive impact** of their activities on their communities
- Confidently talk about their achievements to make sure they never sell themselves short

The **vinspired awards** aim to recognise young volunteers' contributions at every level:

- The **vfifty** award recognises 50 hours of volunteering and an understanding of skills and impact
- The **vimpat** award requires a further 100 hours of volunteering, plus planning and reflection on skills gained and community impact



**Volunteers** aged 16-25 can apply for an award on **vinspired.com**, a free social platform connecting young people with voluntary organisations. It's **easy to use** – for young people and organisations.

### High-profile support

*"Not only does volunteering for the **vinspired award** scheme give you valuable experience, but it makes you eminently more employable... I would seriously consider a candidate for interview if they had committed to such a unique scheme."*

Karren Brady, Birmingham City Football Club and *The Apprentice*

For more information about **vinspired awards** please contact the Rochdale Borough **vinvolved** team on 01706 631291.





# Policy Briefing

Communication & Information Officer - Sarah Harper

## Safeguarding the Sector

There has been much recent discussion about the scope of the inevitable public sector budget cuts in 2010. These are likely to be wide-ranging, and may threaten many job losses. Already the Local Authority has announced cuts totalling 50 million over 2011/12. The changes to funding arrangements will also occur across the borough, and will have a significant impact on many voluntary organisations, including those who deliver services. Cost cutting reviews have been going on in anticipation for this and the first phase of the savings have gone to cabinet on 2<sup>nd</sup> August 2010. Following on from this there will be a 3 month consultation reviewing all possible areas for savings. Phase 2 of the cuts will be considered in October 2010 and this phase is likely to include any cuts to the sector.

### **Compact**

Every local area in the country is covered by a **Local Compact**. This is a tool which will help local authorities make "smart cuts", rather than un-strategic short term cost savings, the principles of this agreement will be critical for navigating the new funding relationship. The cuts can be reviewed by a Compact way of working; for example informing strategy to "cut out waste and duplication", "involving the third sector" and "learning from (others) who are doing it better" - through sharing best practice between Local Compact areas. Additionally, it should be recognised that the Sector is committed, along with local authority bodies, to making the best use of available resources.

Phase 2 of the service cuts which is to take place in October should generate early discussions with the Sector. This should cover the impact on the community and raise issues facing voluntary and sector groups.

### **Safeguarding relations**

If a public body is planning to cut funding for groups, discussion with the Sector covering the same ground should be held at once. The impact of even modest cuts on local groups can be considerable and disproportionate, and flat percentage cuts should be avoided. Jointly agreed funding conditions should specify the minimum notice that must be given and the covering of "winding down" costs.

### **What should you emphasise with public sector partners?**

If a service is completely removed due to shorter term cuts, the public sector should look at a placeholder service being established to cover the gap until it can be resumed - **there is a role for the Sector here**.

When expenditure needs to be carefully considered to ensure it gives the best value, this is actually the right time to think about investing in the Sector. In particular, new preventative Sector services should be pursued - so that avoidable costs can be tackled. Making cuts without recognising this need can be a false economy. If handled strategically, local authorities will have more resources for their own priorities, rather than being compelled/driven to concentrate on these avoidable issues.

More on Compact can be found on [www.thecompact.org.uk](http://www.thecompact.org.uk) also keep up to date on the CVS Rochdale website [www.cvsr.org.uk](http://www.cvsr.org.uk) Updates will be done through our e-bulletins, blueprint and future policy briefings



# Policy Briefing

Advice & Information Officer (HR, Learning & Development) – Rebecca White

## Abolition of Default Retirement Age

The coalition government has formally announced plans to scrap the default retirement age (DRA) from 1<sup>st</sup> October 2011.

Retirements at default retirement age will cease completely on 1<sup>st</sup> October 2011, and no new notices of retirement under the statutory procedure may be issued after 6<sup>th</sup> April 2011. Transitional procedures will be put into place for retirements that are already in motion during this period, provided that the date of retirement is before 1<sup>st</sup> October 2011.

### **Implications for Employers**

After 1<sup>st</sup> October 2011, employers will still be able to operate a compulsory, organisation-wide retirement age – 'employer-justified retirement age' (EJRA) – but only if it can be objectively justified by showing that it is a proportionate means of meeting a legitimate aim, e.g. there are significant health and safety concerns for older employees.

Employers who do not use a compulsory retirement age may decide individual retirements on a case-by-case basis. However, the employer will still have to demonstrate that the decision to retire someone is objectively justified.

An employer that wishes to retire an employee will have to follow a fair procedure under the ordinary fair dismissal rules, relying on one of the potentially fair reasons set out in the Employment Rights Act 1996 – capability, conduct, illegality, redundancy, etc. It is anticipated that there will be a significant increase in the number of employment tribunal claims in relation to retirement once the changes come into force.

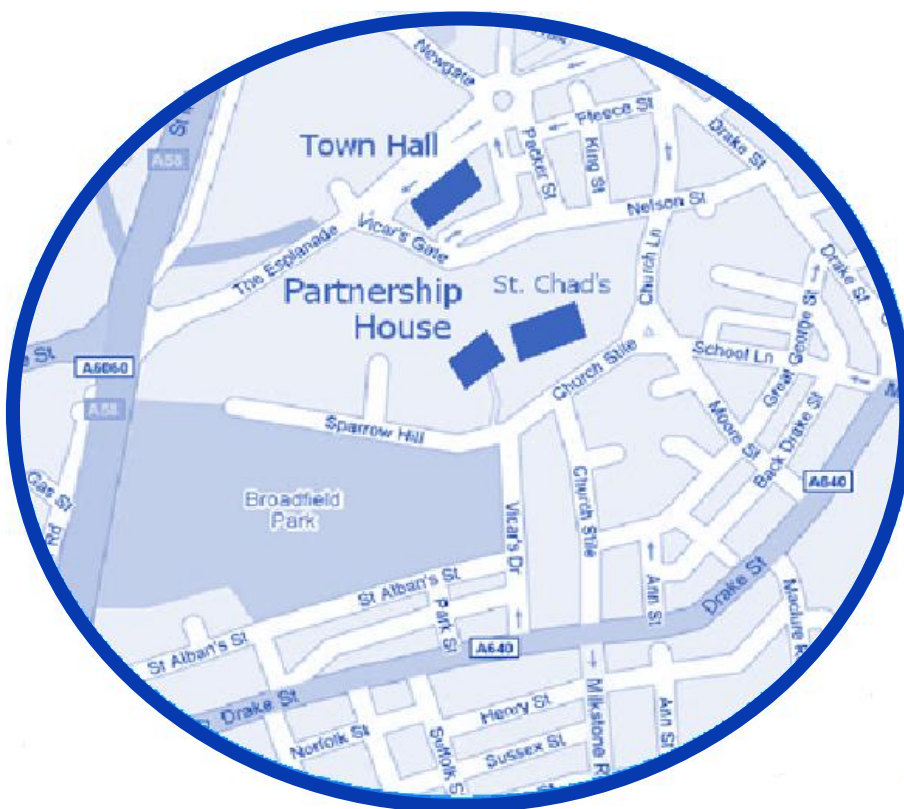
The changes will also have implications for workforce planning, especially succession planning, and performance management procedures. Should an employer wish to retire an employee on capability grounds, it will be necessary to provide some evidence to back up this claim, so performance of older employees will need to be carefully managed and evaluated. For some employees, this may result in bringing a distinguished career to an undignified end.

CVS Rochdale, Partnership House, Sparrow Hill, Rochdale, OL16 1QT  
Tel: 01706 631291 Website: [www.cvsr.org.uk](http://www.cvsr.org.uk)



# **CVS Rochdale's Mission**

**"To work with voluntary, community and faith sector organisations to enhance the quality of life for people within the Borough of Rochdale by promoting, supporting and developing voluntary and community**



**CVS Rochdale  
Partnership House  
Sparrow Hill  
Rochdale  
OL16 1QT  
Tel: 01706 631291  
Fax: 01706 710769  
info@cvsr.org.uk  
www.cvsr.org.uk**

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