

Appendix A: proposed outcomes for corporate VCS commissions programme

Commission	NAVCA Standards	Outcome	Content
Local infrastructure function	<p>Services and support The organisation pro-actively identifies needs in the local community and facilitates improvement in service provision to meet those needs</p>	<p>Third sector better positioned to deliver public services</p> <p>increased access to minority or difficult to reach communities leading to better specified and more responsive service delivery within the sector</p> <p>Accessible services and support leading to an empowered and engaged voluntary sector</p>	<p>Ten new groups that become PQQ ready and added to list of preferred providers.</p> <p>Data base, e-news, voluntary sector directory, website and resource library coordinated</p>
	<p>Liaison The organisation facilitates effective communication or networking and collaboration amongst local voluntary and community groups</p> <ul style="list-style-type: none"> • Communications and Information • VCS networking and promoting joint working 	<p>A shared understanding and vision within the Sector and across partners for a thriving Third Sector</p> <p>Publish a marketing strategy to raise the profile of the VCS and its impact with key stakeholders</p> <p>Partners supported to engage together to deliver services</p>	<p>Raising the profile of the sector and keeping the wider sector informed of developments etc, regular briefings, directories, support a database of VCS groups, etc.</p> <p>Effective consultation with the sector</p> <p>Establish and co-ordinate a clear and transparent system of VCS representation and networking providing an accountable forum for communication, discussion, consultation and election of 'voices' that reflect the issues faced by the diverse VCS including those providing specialist services: minimum of six VS Forums per annum</p> <p>Joint working - bringing groups together with a common purpose to develop joint working with a sector development approach</p> <p>Consortium building</p>

	<p>Representation The organisation enables the diverse views of the local voluntary and community sector to be represented to external bodies, developing and facilitating structures which promote effective working relationships and two-way communication.</p>	<p>Ensure that the voice of the third sector is properly represented in local strategic initiatives</p> <p>An effective, dynamic and innovative Third Sector , enabled through capacity building</p> <p>Ensuring that the voice of the third sector is represented outside of the borough</p>	<p>More co-ordinated approach to Third Sector infrastructure development.</p> <p>Lead on and coordinate the implementation of the third sector strategy, Change-Up, and the Local Compact on behalf of the sector</p> <p>Lobbying national bodies, funders and other bodies and advocating on behalf of the sector locally.</p>
	<p>Development work The organisation assists local voluntary and community organisations to function more effectively and deliver quality services to their users, members or constituents</p> <ul style="list-style-type: none"> • VCS Organisational Development 	<p>%age of supported groups who feel they've been helped to develop their organisational capacity through support from this service</p> <p>Year on year increase in the number of registered VS organisation and demonstrable increase in newly inducted trained governors and trustees</p> <p>Demonstrate ongoing support for informal and emerging groups to the level where they are satisfied they are meeting their objectives</p> <p>Preserve and enhance assets (asset transfer) through new partnering and joint management arrangements</p> <p>All communities with protected characteristics are engaged, supported and empowered to deliver effective services</p>	<p>Supporting (e.g. advice, training, expertise, advocacy, help with funding, etc.) for organisations to develop their organisational capacity e.g. HR, research, improved capability in commissioning and the development of social enterprises, QA development, business planning, management committee development, legal and constitutional support, group development skills, organisational health checks etc.</p> <p>Number of new registrations per year with CVS and relevant regulatory or moderating body (20); Number of new inducted and trained governors or trustees pa (25)</p> <p>Support for informal groups to self determine objectives, activity and impact.</p> <p>Clear monitoring of support to ensure that communities with "protected characteristics" are accessing capacity building support (in particular looking for a bid with specific BAME expertise)</p>

	<ul style="list-style-type: none"> • Research and analysis • Community assets 	<p>Add value to the local economy directly by increasing external funds to groups and 'in kind', calculating comparative voluntary effort</p> <p>Refresh and publish annual information and implement action plans to enhance sector development</p> <p>Residents of the borough utilising a greater range of community assets</p>	<p>Increase the in-kind contribution of the sector to the local economy by 20% by 2014 to £35m</p> <p>Fundraising development support: 2 strands- organisational capacity and basic bid writing</p> <p>The continued development of methodologies that research, monitor and evaluate the sector that lead to continuous improvement and that draws on experience and practice elsewhere in the region and nationally.</p> <p>State of the sector report</p> <p>Consistent approach to the management of community assets locally and more effective use and promotion of those assets</p>
	<p>Strategic partnership</p> <p>The organisation enhances the voluntary and community sector's role as an integral part of local planning and policy-making.</p>	<p>Effective partnership working between the Third Sector and statutory partners in the LSP to promote community engagement and to hear the voices of local communities</p>	<p>Ensure that the voice of the third sector is properly represented in local strategic initiatives</p> <p>Ensure that local third sector organisations are kept informed of the work of the relevant strategic partnerships and initiatives</p>

Commission	Outcome	Content
Volunteering	Increasing over baseline by 30% the total numbers of volunteers and the 'talent pool' of Volunteers	<p>Ensuring active promotion of volunteering throughout the borough, that people are inspired to volunteer and that it is inclusive and accessible to all.</p> <p>Secure new funding and support for volunteering projects eg time banking, brokerage etc that will increase the profile and functions relating to volunteering.</p> <p>In particular looking for a bid with specific BAME expertise and impacts</p>
	Effective systems and processes for volunteer recruitment and placement, including providing a CRB service	<p>Actively championing and promoting volunteering</p> <p>Ensure access to information, advice & guidance about volunteering choices; placements are enhancing & completed in timely way.</p> <p>Keeping the wider sector informed of developments etc, regular briefings, directories, support a database of volunteers, etc.</p> <p>Enabling organisations to comply with current regulations concerning child protection, and vulnerable adults</p>
	Ensure People have an excellent volunteering experience and access to training leading to increased skills and promoting citizenship.	<p>Providing ongoing support, training and expertise within the local community, to potential volunteers, existing volunteers and organisations that involve volunteers.</p> <p>Support agencies in improving practice in working with volunteers and that volunteering is rewarded and recognised</p>
	%age of groups who feel they've been helped to develop their organisational capacity through support from this service	<p>Policy-makers, funders and volunteer involving agencies have access to specialist advice about volunteering. and volunteering best practice is embedded in appropriate policies and strategies</p> <p>Provide access for agencies to the best possible expertise and evidence about volunteering policy and practice</p>
	<p>That systems of monitoring are in place that show the range, type and diversity of volunteering in the borough</p> <p>That the interests of volunteering are represented in Community Planning and on strategic partnerships and networks</p>	<p>Develop the evidence about the range and type of volunteering and the diversity of volunteers in the borough and that demonstrates the impact of volunteering drawing on best practice elsewhere as appropriate</p> <p>Directly and with others that volunteering and the voice of volunteers is represented effectively within the LSP and other networks</p>

Commission	Outcome	Content
Community Accountancy	Financial robust and sustainable B&D groups	Support up to 30 organisations per annum in financial literacy and sustainability to develop and implement robust financial sustainability plans.
	%age of groups who feel they've been helped to develop their organisational capacity through support from this service	Ongoing survey of clients
	Increased capacity of small and medium sized voluntary and community groups to manage their financial resources more effectively	Develop and deliver training that resources groups to manage their resources more effectively and successfully attract external funding

Commission	Outcome	Content
Forums to enable engagement with: Faith Disability LGBT BAME Older people	Demonstrably improve networking with examples of cross sector working	It is expected providers will forge links with each other and tap into the network of infrastructure and specialist support available.
	Effective engagement in consultation systems	We are keen to resource providers to ensure the forums are effective and make informed contributions to a range of partners in the development of policy and review of practices. Each forum would need to reflect in its structure the needs to be identified for each forum
	Effective	Effective mechanisms for engaging/involving communities with recognised 'protected characteristics' Tests for inclusion are appropriate and will withstand robust challenge
	Representation	Advocating on behalf of the "protected characteristic" community
	Independent policy sounding board for these communities	

Commission	Outcome	Content
Strengthening communities	<p>Increased support particularly in relation to new communities at a local level</p> <p>Development of social capital and the promotion of good community relations across and between communities.</p>	<p>Services and/or activities at the community level that provide leadership, build social capital and are able to develop the skills and confidence in residents and community groups needed to affect change in local communities. This would include community resources such as community hubs and development, and empower local communities</p> <p>Services or activities that can demonstrate a collaborative approach to achieving community cohesion, inclusion and community development</p> <ul style="list-style-type: none"> • The features of a cohesive community is one that has many, naturally occurring cross-links, where people of different race, age, backgrounds, etc. feel free and happy to mix together in housing, in education, their leisure time and other settings. • Support community cohesion agendas for LBBB particularly in relation to new communities at a local level through development of social capital and promote good community relations across and between communities.
	<p>Increase annually in participation in the local community by people from diverse backgrounds who engage in low level community activity</p>	<p>Community development helps people to recognise and develop their ability and potential and organise themselves in ways that respond to shared problems, builds social capital and that identifies and articulates their needs.</p> <p>Together these serve to characterise and support the establishment of strong communities that are empowered and control the use of assets to promote social justice and help improve the quality of community life.</p>
	<p>Promote projects or services that bring people together in new and sustainable ways</p>	<p>e.g. community choir, recycling project, garden project, inter-generational activities, etc.</p> <p>The creation of community hubs/anchors</p>
	<p>Demonstrate that projects and services act as agents that bring people from different communities together among geographical and communities of interest</p>	<p>To enable community and public agencies to work together to improve the how we are governed at a number of levels.</p>