



Hampshire Voluntary Sector Children and Young People's Alliance

Business Plan 2011 - 2014

This document will be subject to annual review.

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1 Executive summary

Hampshire Voluntary Sector Children and Young People's Alliance, working name The Alliance, is an independent, Hampshire-based, charity that exists to develop and support voluntary and community sector organisations working with children, young people and families.

Charitable objects

The Charities objectives ('objects') are specifically restricted to the following:

To promote the efficiency and effectiveness for public benefit of charities in the area of Hampshire County Council which benefit children, young people and their families, in particular but not exclusively by:

1. Providing or assisting in the provision of training, administration and support services and by facilitating partnership and cooperation in the voluntary sector.
2. Developing the capacity and skills of voluntary and community organisations in such a way that they are better able to improve outcomes for their beneficiaries.

Principles - our work is guided by the following principles:

1. Being proactive and not reactive
2. Providing solutions, not problems
3. Being proud of the voluntary and community sector
4. Committed to best practice
5. Maintaining honesty, integrity and transparency

Key benefits

1. Enhances a well informed, well equipped, well trained voluntary and community sector.
2. Acts as a conduit for dialogue between a diverse range of people and organisations.
3. Offers independence from organisational, institutional and territorial bias, so can speak with authority, without fear or favour.

Core business

- a. Membership services: signposting and advice on workforce development, organisational development, peer support for leaders and practitioners, action learning sets, non-managerial supervision, sharing best practice, quality and audit function.

- b. Networking: raising profile, brokering relationships, providing value added information, act as a conduit to share information, growing membership.
- c. Campaigning for change: collate views, survey members and wider stakeholders, allowing anonymity to be maintained for people and organisations, review Public Law, facilitate challenge or complaint, seek continuous improvement and excellence.
- d. Representation: coordinate representation on key bodies and forums, provide training and advice to representative, routine liaison with policy makers and key stakeholders, offer expert input to task and finish groups.

Alongside all of the above, ensure excellence in safeguarding practice.

Strategic objectives – our strategic objectives for the next three years are to:

1. Be the voice of the children and young people's voluntary and community sector within Hampshire.
2. Deliver high quality services across all 4 core business areas.
3. Develop additional services to meet member and partner needs.
4. Promote excellence in the children's workforce with a specific emphasis on safeguarding.
5. Support openness and transparency between members and partners.
6. Be sustainable.

Success measures – we will measure success against the following high level measures:

1. Grow membership of The Alliance.
2. Statutory and private partners involve The Alliance from the beginning.
3. Diverse, professional and safe range of services delivered by members across Hampshire.
4. Building the level of reserves detailed in the reserves policy (Page 17).
5. Positive response to annual routine satisfaction survey of members.

2 Introduction

The aim of The Alliance is to benefit children, young people and families through supporting voluntary and community sector organisations who provide direct services to them within the area of Hampshire County Council. This document provides an overview of the organisation and forms the principal plan for the delivery of the aims, covering the period 2011 – 2014. It will be reviewed annually at the end of each planning year.

3 Overview

Organisational history

In 2006 The Children's Act (2004) and Every Child Matters were key drivers of a major transformation in children's services which presented significant opportunities and challenges for the voluntary and community sector.

A number of voluntary and community sector leaders in Hampshire, recognising the need for specialist support for local voluntary and community sector organisations delivering services to children and young people, came together to form The Alliance. In doing so they laid the foundations for a structured framework within which the children and young people's voluntary and community sector can work collaboratively to enhance their capacity to delivery quality services, and to engage strategically with Hampshire Children's Trust partners.

Under the guidance of a steering group, and with the support of Community Action Hampshire, The Alliance began to develop support for the local children and young people's (CYP) voluntary and community sector (VCS).

One of its first tasks was to establish a network of representatives to articulate the views and interests of the CYP VCS on key strategic partnerships at both county and district level. Today The Alliance has representatives on Hampshire Children's Trust Board, other key county-level partnerships and, at a district level, on the developing Local Children's Partnerships

The transformation of children's services placed expectations on all organisations providing services to children that required the development of the children's workforce in terms of the skills and qualifications of individual practitioners. Partnership working with Hampshire County Council and the Children's Workforce Development Council has enabled The Alliance to make available a range of development opportunities for the CYP VCS workforce. An enduring initiative is 'Learn Together: Work Together', which enables CYP VCS practitioners to train alongside Hampshire County Council Children's Services colleagues.

Information, on issues ranging from funding and tender opportunities, through to the sharing of innovation and best practice, is a vital resource for the CYP VCS. The Alliance has sought to ensure that key information reaches the sector in an accessible and timely manner. The development of its website has created a focused information portal and is a resource increasingly used by member organisations and statutory partners.

In early 2010 and as part of the steering group's plans for its ongoing development and sustainability, the decision was taken to incorporate The Alliance as a charitable company limited by guarantee. Now governed by an elected board of directors (trustees), who reflect the diversity of member organisations, this business plan sets out the planned developments for the period 2011-14.

Legal framework and governance

The Alliance is a Charitable Company Limited by Guarantee, Company No. 7265654, Registered Charity No. 1138114. The organisation is overseen by a board of trustees who contribute their skills and time on a voluntary basis, with day to day management delegated to paid staff.

The Alliance works within current, relevant legislation, in particular: Children's Act 1989; Health and Safety at Work Act 1974; Employment Act 2001; Charities Act 1995; Data Protection Act 1998, together with appropriate guidance including: Standard of Regulatory Practice (SORP 2005); European Working Time Directive and Quality Protects (Child Protection).

Staff

The Alliance currently employs one full time paid member of staff with the job title Development Manager. This post has the follow principal duties:

- To develop services that help to build the capacity, skills, efficiency and effectiveness of Hampshire's CYP VCS organisations
- To establish a strategic role for the CYP VCS within Hampshire Children's Trust, and with Local Children's Partnerships
- To promote, enable and support collaborative working within the CYP VCS and with statutory partners
- To work to increase membership by promoting the value of The Alliance
- To contribute to the sustainability of the organisation by identifying appropriate sources of funding and supporting the submission of funding applications

Strategic direction, oversight, high level risk management and financial scrutiny are provided by the board of trustees, with implementation delegated to the Development Manager or specific trustees, as appropriate.

Area of coverage

The Alliance was established to work in the geographic area covered by Hampshire County Council. There are occasions when, due to the nature of partnership working, services extend to the wider Wessex region which can, but does not have to, include the unitary authority areas of Southampton, Portsmouth

and the Isle of Wight. Any work in this wider area would only be considered appropriate if there was a direct benefit to the area of Hampshire County Council.

Partners

The work of The Alliance is dependent on effective and appropriate partnerships with a range of stakeholders. These fit loosely into 3 categories:

1. Statutory partners: the local authority, National Health Service (NHS), Police etc.
2. CYP VCS partners: both organisations served by The Alliance and those working to deliver the aims and objectives of The Alliance.
3. Private partners: could be as donors, sponsors, suppliers, consultants etc.

4 Our Work

Target group

The Hampshire Alliance has six categories of membership to accommodate the huge diversity of CYP VCS organisations operating in the county:

- Early years (0-5 years)
- Care providers
- Children & youth services (0-19)
- Counselling/employment/accommodation
- Disabled children & young people (0-26 years)
- Representative & umbrella organisations

A 2011 survey by The Alliance of its member organisations revealed that their services reach over 200,000 local children and young people. The major areas of service provision are:

- Targeted youth support
- Universal youth provision
- Advice and information
- Healthy lifestyles
- Play
- Disability and special needs

Member organisations bring a wealth of skills, knowledge and experience to The Alliance. Its board of trustees and network of representatives gives some indication of the skills pool available within The Alliance, these individuals being currently drawn from the senior management levels of the following member organisations:

Andover Mencap
Children's Links
Girlguiding Hampshire East
Hampshire Councils for Voluntary Service (CVS) Network
Hampshire Council for Voluntary Youth Services
Hampshire Home-Starts
Kids
Motiv8
National Childminding Association
Smile Support & Care
Solent Youth Action
Step by Step Partnership
Stonham

The Rose Road Association
Winchester Area Community Action
Winchester YMCA
Youth Clubs Hampshire & Isle of Wight
Youth Options

Core business

The overarching objective of The Alliance is to promote the efficiency and effectiveness of CYP VCS organisations in the area of Hampshire County Council which benefit children, young people and their families. It seeks to achieve this through the following core activities:

- Membership services
- Networking
- Campaigning for change
- Representation

Delivery of each area of core business translates into a range of operational activity:-

Membership services

- **Information**
Funding and tendering opportunities, the likely impact of government policy and proposed local changes to service delivery, are amongst the key issues which provide opportunities and challenges for the CYP VCS. The Alliance, working collaboratively with other VCS infrastructure organisations, seeks to ensure that decision makers and practitioners in the CYP VCS receive accessible and timely information to enable them to take advantage of opportunities and to rise to challenges. The ability of The Alliance to circulate information quickly to the CYP VCS, through emails and a regular ebulletin, has been complimented by the development of its website.
- **Workforce development**
The challenging agenda set by the Hampshire Children & Young People's Plan can only be met by integrated working. All partners, including the CYP VCS, are committed to supporting and developing an integrated children's workforce in order to meet the needs of children and young people and to work more effectively together. Reference has already been made in this plan to the joint Alliance/Hampshire County Council 'Learn Together: Work Together initiative which provides the opportunity for practitioners from across the sectors to train alongside each other.

Further partnership working in the area of workforce development, supported by funding from the Children's Workforce Development Council, has seen The Alliance deliver a comprehensive programme of free training to the CYP VCS. A continuing feature of this training provision is The Alliance bursary scheme, set up specifically to provide management training opportunities for managers and leaders in the CYP VCS.

Networking

Networking enables the transfer of information and views, encourages collaboration and can help break down barriers, real or perceived.

The Alliance encourages, enables and supports networking amongst CYP VCS organisations, and between the sector and statutory partners, in a number of ways, ranging from the routine sharing of information, through the organisation of information and consultation events, to brokering voluntary sector partnerships. It is currently working to bring together voluntary organisations with an interest in tendering for the management of/delivery of services to Hampshire's children's centres.

Campaigning for change

The Alliance is committed to working collaboratively and in partnership with public bodies. It has, however, an important role in acting as an independent advocate and a champion for the CYP VCS, and as a critical friend to public sector partners.

The Alliance carries out these roles by keeping abreast of policy and service developments and seeking clarification of areas of change affecting the CYP VCS. In turn, and through the medium of surveys and consultation events, it seeks the views of membership organisations and the wider CYP VCS. Where change has the potential to impact negatively or disproportionately on the CYP VCS, The Alliance will work with other VCS infrastructure organisations to challenge this and to campaign for change.

On occasion The Alliance will receive a direct approach from CYP VCS organisations who may feel they have been unfairly disadvantaged in their dealings with public sector bodies. At all times maintaining confidentiality where this is requested, The Alliance will offer advice, support, mediation and signposting to appropriate specialist organisations in order to achieve a satisfactory outcome for all concerned.

Representation

Through a comprehensive network of representatives on Hampshire Children's Trust Board and other key county-level partnerships and on Local Children's Partnerships, The Alliance enables the CYP VCS to have a strategic voice and an input to the service commissioning processes.

5 Current status

Strategic analysis

The Alliance's inherent strengths and vulnerabilities have been analysed using a variety of tools including Strengths, Weaknesses, Opportunities and Threats (SWOT), internal audit and sector analysis, to identify the critical success factors and risks that are most relevant to the organisation:-

Critical Success Factors (Areas in which we must excel)	Key Risks (Risks we must mitigate)
<ol style="list-style-type: none">1 High quality people2 Adequate, sustainable funding3 Effective partnerships4 Good reputation5 Robust business processes6 Demonstrable, positive impact	<ol style="list-style-type: none">1 Loss of Income2 Increased Competition3 Breach of H&S and/or Duty of Care4 Sub-Optimal Organisational Structure and/or Processes5 Inadequate Tracking and Monitoring

The organisation's most recent SWOT analysis can be found at APPENDIX A.

Future Context/Operating Environment

Analysing the political, economic, social, technological, environmental and legislative (PESTEL) trends that are likely to influence the organisation has highlighted a number of areas that the organisation's strategy needs to address. A full PESTEL analysis can be found at APPENDIX B.

6 Strategic direction

The Alliance's strategic direction is drawn from the strategic context, critical success factors and risks, and sets priorities and planning assumptions for the period 2011 – 14. These relate to core delivery, product development, working with partners and process improvement.

Core Delivery

The following are non-negotiable in terms of core delivery:

Membership services

- Signposting and advice on workforce development
- Sharing best practice

Networking

- Brokering relationships
- Providing 'value added' information
- Acting as a conduit to share information

Campaigning for change

- Facilitate challenge or complaint

Representation

- Coordinate representation on key bodies and forums

Product Development

Safeguarding practice support

The Alliance has signed a Champions' Partnership agreement with the Safe Network (Children England, NSPCC, Child Accident Prevention Trust), committing it to support locally the roll out of the Safe Networks Core Safeguarding Standards for keeping children and young people safe.

The Safe Network's Core Standards are aimed primarily at smaller CYP VCS organisations with limited resources. The Core Standards are intended to help these smaller organisations and groups ensure that the work they do with children is as safe as possible, enjoyable and rewarding for all involved and compliant with legislation.

The formal relationship with the Safe Network provides an opportunity for The Alliance to provide a training/mentoring service around important elements of safeguarding.

Tender readiness support

Staff and trustees of The Alliance have knowledge and skills in the area of tendering and procurement. Support focused on auditing organisations' tender readiness is a potential area for service development.

Working with Partners

The government's proposal to hand responsibility for commissioning many healthcare services to groups of GP practices is resulting in the emergence of clinical commissioning groups (CCGs), with five CCGs developing in Hampshire.

This development offers grant and contract opportunities for the CYP VCS. CCGs knowledge of voluntary sector health support provision is limited and it is important that The Alliance works with other VCS infrastructure organisations to form effective links with GP commissioning consortia.

Process Improvement

A trustee skills audit has revealed the wide range of skills, knowledge and experience that trustees collectively bring to The Alliance. The establishment of a small number of specialist sub groups would improve performance through a focused use of this available skills set.

7 Strategic goals and targets

High level objectives

Based on the organisation's strengths and weaknesses, the future operating context and forward planning assumptions, the organisation has set the following strategic performance improvement and change objectives for the period 2011 – 14:

<u>Performance Improvement</u>	<u>Change</u>
<ul style="list-style-type: none">• Grow membership• Become fully representative of the CYP VCS• Broaden range of member services• Expand range of training opportunities• Diversify income• Lead on safeguarding standards• Broker collaboration and partnerships• Achieve level 1 of PQASSO	<ul style="list-style-type: none">• Form partnerships with other infrastructure organisations• Form internal Alliance sub-groups to focus on key strategic and operational areas• Increase resources devoted to marketing and media• Expand staff resources

High Level Success Measures

- Membership increased by 75 per cent
- 25 per cent of total organisations in membership are locality-based voluntary and community groups
- Membership fully reflective of Local Children's Partnership geographical areas
- 10 per cent of total income to come from a combination of grants from grant-making trusts, corporate donations and sold services
- Range of services to members increased

Action Plan

A detailed action plan, showing supporting outcomes, staff lead, key supporting activities, evidence and target completion dates for each of the high level objectives, will be produced annually. The current action plan (2011-12) is at Annex C.

8 Funding policy and priorities

Reserves Policy

The Alliance acknowledges the Charity Commission guidance on charity reserves. By the end of the Business Plan period (2014) sufficient funds which are not committed to specific uses will be held in reserves sufficient to meet the operating costs of the charity for a period of 6 months. In any event, unrestricted reserves will at all times be held at a level sufficient to enable the Hampshire Alliance to be liquidated in a solvent and orderly manner if required.

Cash Flow Policy

The Alliance will at all times operate on a positive cash flow basis, such that borrowing facilities are never required.

Pricing Policy

The Alliance offers most of its services free of charge to the CYP VCS. Where charging is required the standard pricing policy is based on full cost recovery (FCR) wherever possible, with FCR always being used for services that are accessible to statutory or private partners. As a charity The Alliance does not make a profit and reinvests any surplus into product development or enhancing core delivery.

Sources of Funding

The Alliance's core grant comes from Hampshire County Council. The charity is seeking to diversify income, including through the following methods:

1. Attracting private (trust and corporate sponsor) income
2. Offering chargeable services

The Alliance maintains a current budget and management accounts which are scrutinised by the board of trustees on a quarterly basis.

9 Marketing

Meetings

There are currently no separate meetings to consider marketing and media issues, which are reviewed by the board of trustees at its regular meetings. However, as outlined at part 6., specialist sub groups, which will utilise the skills and knowledge of individual trustees, may be established within the life of this business plan.

Media

The Alliance produces specific media items which are used to promote the activities of the organisation. These include:

1. Website: easy to use accessible site.
2. Posters/fliers: to promote core products and specific activities
3. Presentations (standard PowerPoint presentations)
4. Literature/information sheets.

All media is designed to be functional, easy to use/understand, accessible to a wide target audience, with different items complementing one another and providing a clear identity and direct reference of how to contact The Alliance for further information.

Mailings

E-mail groups are maintained and member organisations and key stakeholders are advised electronically of policy and service development changes which may offer opportunities and present challenges.

10 Monitoring, tracking and quality assurance

The Alliance's activities are monitored, tracked and quality assured to ensure that effort and resources are focused on delivering efficient, effective, evidence-based impact. This is done using business meetings, audit and assessment and in-house tracking tools.

Business meetings

The principal, overarching, meeting is the Alliance Trustee Board. The term 'trustee board' refers to the governing body of The Alliance.

The board of trustees is collectively responsible for the governance of The Alliance. Individual trustees may, from time to time, also manage part of the work of The Alliance. A competencies matrix, detailing core governance standards and management competencies is provided at APPENDIX E.

As outlined in section 9, specialist sub groups, which will utilise the skills and knowledge of individual trustees, may be established over the life of this plan to meet strategic and operational requirements.

Reporting structures to monitor progress take the form of meeting minutes.

Audit and Assessment:

Alongside these meetings, The Alliance uses a combination of self-assessment and third party audit to support continuous improvement and ensure best practice:-

NAVCA (National Association for Voluntary and Community Action) Performance Standards which cover the core functions of local infrastructure organisations.

Measuring Effectiveness: a self-evaluation toolkit created for local support and development organisations by NAVCA and Charities Evaluation Services

Charities and Risk Management: the Charity Commission's guide for charity trustees.

'Good Governance: A Code for the Voluntary and Community Sector' Association of Chief Executive Officers (ACEVO), Charity Trustee Networks (CTN), the Institute of Chartered Secretaries and Administrators (ICSA), the National Council for Voluntary Organisations (NCVO) with support from the Charity Commission

'National Occupational Standards for Trustees and Management Committee Members in the Voluntary and Community Sector', published by National Council for Voluntary Organisations (NCVO).

PQASSO Quality Mark: The PQASSO Quality Mark is the externally assessed award for PQASSO. It offers accreditation against the PQASSO quality standards, the most widely used quality assurance system within the voluntary and community sector. The Alliance is currently working towards level 1.

11 Appendices

- A. SWOT Analysis (June 2011)
- B. PESTLE Analysis (June 2011)
- C. Action Plan 2011/12 (July 2011)
- D. Risk Map (June 2011)
- E. Core Competencies Framework (July 2011)

SWOT Analysis

Strengths & Assets

Established and reliable brand
Part of many networks
Website – including Skills for Work with Disabled Children Database
Still providing free training opportunities
Experience in commissioning high-quality training/links with external training providers
Representatives on key county and district partnerships
Good working relationships with key Hampshire County Council Children's Services Department staff
Legal identity – can hold contracts
Staff and trustee skills pool
Partnerships
Demonstrable impact and outcomes

Weaknesses

One source of income
Limited publicity/marketing budget
Limited staff resources
Not yet fully representative of CYP VCS
No effective structure to reach CYP VCS at local level
Under-developed relationship with other infrastructure bodies

Opportunities

Raise profile and expand membership through:-

- Brokering partnerships
- Tender support
- Consortia support
- Leading on safeguarding core standards
- Provision/Promotion of training opportunities
- Act as lead contractor

Threats

Sole funding source being reduced/withdrawn
Competition/poor co-operation from other infrastructure organisations
Poor membership take up

APPENDIX B

PESTEL ANALYSIS

POLITICAL	<ul style="list-style-type: none">• Big Society agenda• Localism agenda• Public sector spending cuts• Public sector service delivery• Efficiency & Value for Money (VFM)• Focus on impact & outcomes• Expectation of evidence
ECONOMIC	<ul style="list-style-type: none">• Economic downturn• Public sector spending cuts• Efficiency & Value for Money (VFM)• Focus on impact & outcomes• Expectation of evidence• Changing sources of voluntary sector income• Pressure to work collaboratively• Procurement practices that favour larger contracts• Growth of social enterprise
SOCIAL	<ul style="list-style-type: none">• Localism agenda• Trust in charities• Attitudes to risk• Equality & diversity
TECHNOLOGICAL	<ul style="list-style-type: none">• Interactive websites• Online security• Data management• SMS technology
ENVIRONMENTAL	<ul style="list-style-type: none">• Corporate volunteering• Corporate giving
LEGISLATIVE	<ul style="list-style-type: none">• TUPE

Action Plan 2011-12

Objective: Increase membership						
Activities	Quarter				Lead	Target(s)
	1	2	3	4		
Recruit new members			→		Development Manager	Additional 12 organisations in membership

Objective: Become fully representative of the CYP VCS						
Activities	Quarter				Lead	Target(s)
	1	2	3	4		
Engage and recruit to membership locality-based CYP VCS organisations			→		Development Manager	25 per cent of new members are locality based voluntary and community sector CYP organisations

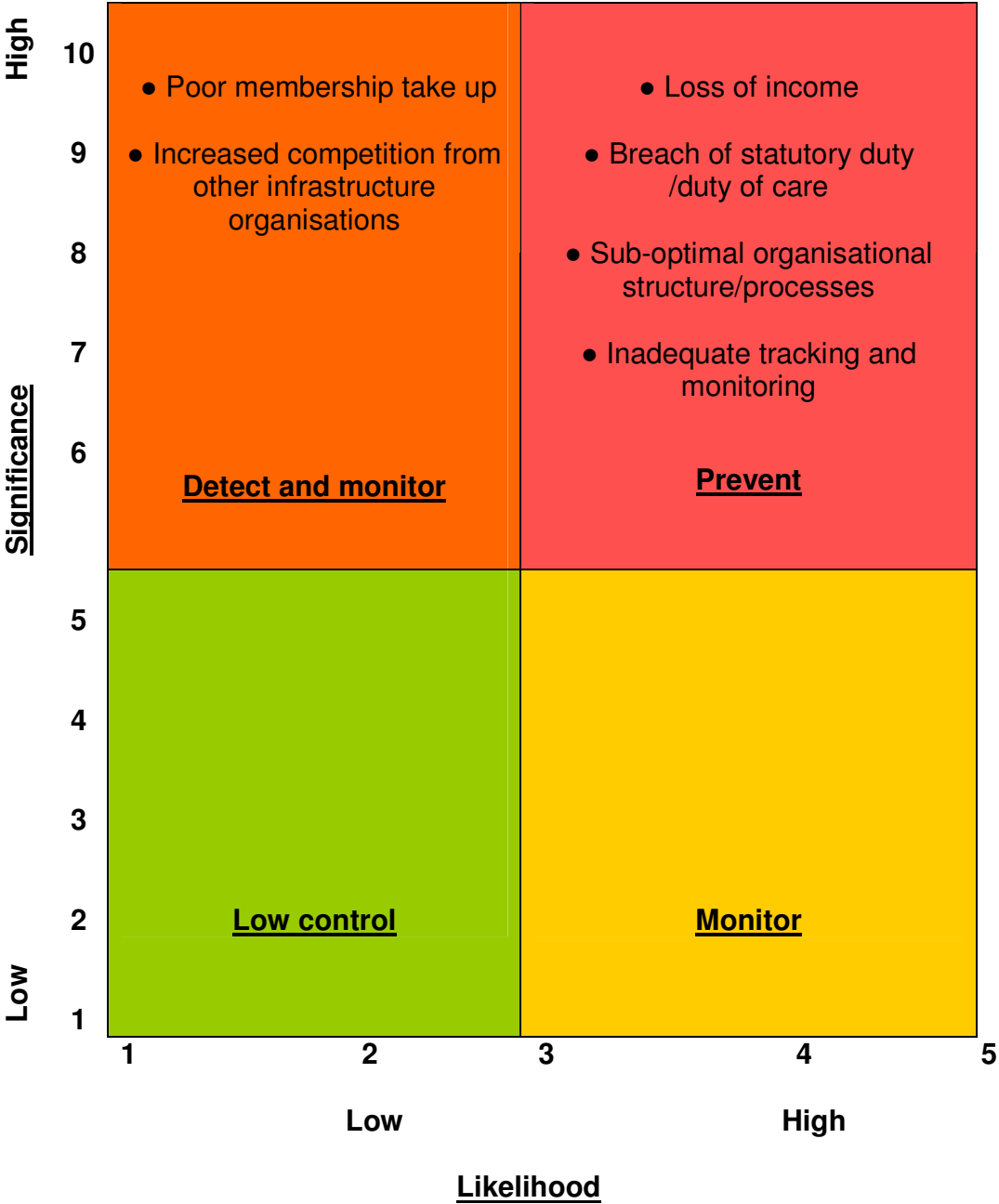
Objective: Broaden range of member services						
Activities	Quarter				Lead	Target(s)
	1	2	3	4		
Provide safeguarding practice training and support based on the Safe Network National Core Safeguarding Standards			→		Development Manager	<p>Deliver a launch event incorporating an organisational safeguarding self-assessment workshop for attendees.</p> <p>Arrange a follow-up 'surgery' for attendee organisation</p>

APPENDIX C (Continued)

Objective: Expand range of training opportunities						
Activities	Quarter				Lead	Target(s)
	1	2	3	4		
Commission training workshops focused on areas of identified training need in the voluntary youth work sub-sector				→	Development Manager	2 workshops commissioned

Objective: Diversify income						
Activities	Quarter				Lead	Target(s)
	1	2	3	4		
Be involved in partnership-forming discussions around the involvement of The Alliance in a Hampshire bid under the government's Transforming Local Infrastructure programme				→	Development Manager	Attend partnership meetings The Alliance is named partner in expression of interest The Alliance is named partner in Hampshire bid

Risk Map



Trustee core standards and competencies framework

Governance core standards

Safeguard and promote the values and mission of The Alliance	Determine the strategy and structure of The Alliance
Ensure The Alliance operates in an effective, responsible and accountable manner	Ensure the effective functioning of The Alliance board of trustees

Management role competencies

Business & Administration	Finance	Human Resources
Fundraising	Tendering & Procurement	Marketing & Media

Source:

Based on 'National Occupational Standards for Trustees and Management Committee Members in the Voluntary and Community Sector', published by National Council for Voluntary Organisations (NCVO).