

# STRATEGIC PLAN 2006 - 2010

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**Information**

**Advice**

**Support**

**Training**

**Consultation**

**Resources**

**Project  
Management**

**Voluntary Action Kennet**

...working with the voluntary and community sector  
to find creative solutions

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# VOLUNTARY ACTION KENNET

Fostering a vibrant and influential voluntary and community sector

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## **VOLUNTARY ACTION KENNET**

### **INTRODUCTION**

Voluntary Action Kennet has now been serving the Kennet voluntary and community sector for eleven years. Over recent years the agenda has changed and life can feel all the more challenging for the voluntary and community sector, as funding gets harder to access and demands for evidenced audit trails and clear monitoring and evaluation are demanded. For many groups they just want to get on with the hands on tasks. Voluntary Action Kennet is keen to enable groups to deliver quality services that meet the needs of their client group.

Through the 'ChangeUp' Consortium agenda Voluntary Action Kennet has grown the local support it can offer groups to help build their skills, increase support and help find creative solutions.

The changing agenda from Government policy brings challenges and opportunities. All our stakeholders will have expectations of Voluntary Action Kennet over the next four years. We hope this Strategic Plan will share our thinking for the way ahead.

In brief we see our role as a resource and enabler for the voluntary and community sector and a communication conduit between our statutory partners and the sector. Within our new direction we will also be providing specialist work as is demonstrated by our Children's Hub.

We are very aware that in order for us to deliver this Strategic Plan it will be necessary to attract new financial resources into Voluntary Action Kennet. Finding ways to generate income but provide growing services that are member led are at the heart of our way forward.

We would be pleased to receive your comments.

Comments to

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## THE DEVELOPING STORY OF VOLUNTARY ACTION KENNET

Voluntary Action Kennet was formed in 1995 as a result of Kennet Rural Development Workers Janet Horner in the East and Barbara McDonald in the West of Kennet, who had been working as separate projects employed by the Rural Community Council for Wiltshire; now Community First, realising the potential of bringing these projects together for the benefit of the whole of Kennet, This new organisation was called Kennet Rural Development Agency (KRDA).

### **Kennet Rural Development Agency.**

Following the completion of the legal formalities, KRDA was registered as a charity, and company limited by guarantee. The new organisation was based in Pewsey due to its central location in Kennet.

“Supporting and developing the voluntary sector in Kennet” was the strap-line and purpose, with an emphasis on supporting and developing voluntary groups within Kennet. Out of this came a number of projects, which have since gone on to run independently, or have now completed their task. Amongst them;

- ❖ Kennet Furniture Recycling,
- ❖ Kennet Action for Single Homeless (KASH),
- ❖ Rural Activities Network (RAN),
- ❖ Tidworth Community Development Project,
- ❖ Kennet Carers Association,
- ❖ Marlborough and District Information Point,
- ❖ Wiltshire Young Carers Project.

In 1997, recognising the essential role of volunteers in many voluntary organisations, the Voluntary Outreach Bureau was established to help develop this valuable resource, which was funded by the Lottery Community Fund for three years.

As the emphasis of the work of the KRDA evolved, engaging in more of the core activities of a traditional Council for Voluntary Service (CVS), the Trustees felt that the time was right for KRDA to apply for membership of the National Association of Councils for Voluntary Service.

In 1997 KRDA was awarded the Investors in People (IIP) quality standard.

### **Changing Times.**

In 2000, the ConsumerLink research organisation was commissioned to undertake an external evaluation of the organisation's profile and services to Kennet's voluntary groups. This enabled the organisation to identify gaps in service provision, and also provided detailed feedback on what Kennet

voluntary groups felt about the organisation's services. In consultation with the growing membership one of the outcomes was that the organisation should change its name to one that better reflected the changing role of the organisation, and after taking the various legal steps KRDA became Voluntary Action Kennet (VAK).

### **Funding**

Voluntary Action Kennet is currently funded for its core services by a joint service level agreement with Wiltshire County Council, Kennet and North Wiltshire Primary Care Trust and Kennet District Council.

Other VAK project based activities are funded through charitable trusts and other grant based sources. In addition, all members of the VAK team are encouraged to actively seek opportunities for income generation that will help ensure the development and sustainability of the organisation. This will become an increasingly important factor in forward planning due to the growing financial problems being experienced by both the Primary Care Trust and the County Council. Kennet District Council has already given notice that it, in the foreseeable future, will only be able to fund those services that are designated a statutory requirement.

### **Voluntary Action Kennet**

Voluntary Action Kennet is currently governed by a team of seven trustees, who meet every six weeks, however the number of trustees is likely to grow to better support the widening work VAK is doing. The day-to-day management, operations and services of VAK are undertaken by staff team, comprising of two full-time and seven part-time staff. (See organisational chart).

The organisation currently offers its range of services and communicates regularly with over two hundred voluntary and community groups in Kennet.

Voluntary Action Kennet acts as an umbrella organisation for the voluntary and community sector, representing and providing a key link with the statutory agencies. Its key roles are therefore:

- ❖ enabling the small to medium voluntary groups, in Kennet, to reach their full potential.
- ❖ acting as a conduit between the voluntary and community sector and statutory agencies for mutual advantage including policy and other key areas.

Services offered include:

- ❖ advice and guidance in relation to learning and work issues
- ❖ information, advice and support on voluntary sector issues

- ❖ advice and support in the recruitment of volunteers, and volunteer management
- ❖ training courses and workshops to develop skills
- ❖ funding advice
- ❖ new and established project development
- ❖ information resources
- ❖ loan of equipment
- ❖ administrative support
- ❖ book-keeping and financial services including payroll
- ❖ printing/photocopying
- ❖ and much more

Voluntary Action Kennet has been part of the partnership board for the development of a County-wide Compact and Codes of Practice. It is also involved in the Local Strategic Partnerships at community, district and county level.

### **Support to Families in Kennet Project**

In 2003 VAK, working in partnership with statutory and the relevant voluntary organisations, took the lead in establishing the 'Support to Families in Kennet' Project, which has supported families living in rural communities who often can feel isolated due to difficulties of access. Out of this project innovative pieces of work and new groups have evolved including:

- ❖ Pewsey Friendship Club – a project befriending those who are isolated, lonely or alone.
- ❖ Facilitating the development of community facilities in Upavon
- ❖ Creating a leaflet on postnatal depression
- ❖ BOSOM – a project which supports breast feeding mothers,
- ❖ A young peoples activity day to research their views on the needs of Marlborough Community Area and the level of involvement they wished to have in making change.
- ❖ Family learning events
- ❖ Hard to access information eg what to do if one suffers domestic violence
- ❖ Information events

### **Infrastructure Consortium**

A major feature since 2004 has been the development of a Consortium of Swindon & Wiltshire infrastructure organisations. Ten groups, including VAK, have been working together under the Home Office Change-Up agenda to find ways to develop the capacity and competency of the sector, which could lead to groups being able to deliver statutory agency services. The agenda has tried to encourage the rationalisation and consolidation of back offices services, with the intention of minimising overhead costs, allowing more to be spent on delivering services at a local level. This

programme has had its fair share of headaches, but it is likely to become a key platform before the end of the period of this strategic plan.

### **Another Quality Standard**

In 2005, VAK was awarded the Matrix Quality Standard for learning and work, which officially recognises VAK's commitment to enabling people to grow and develop; encompassing both the staff or the groups we support, and members of the public.

### **Tenth Anniversary**

2005 was the celebration of the organisation's tenth anniversary, which was celebrated in style with friends past and present at the 2004/05 Annual General Meeting in October 2005. This was the opportunity to launch VAK's new logo, and commission Volunteer Centre Kennet – a Consortium project led by Volunteer Centre Swindon.

The speakers at the AGM provided a national focus through the NCVO Rural Policy Officer and more locally through an upbeat presentation from Dr. Ray Jones, the Director of Social Services for Wiltshire.

### **New Challenges**

With the challenges that change brings this strategic plan begins the process of re-inventing the organisation again, to ensure it remains relevant and up-to-date with the needs of voluntary and community groups in this very rural district.

The support to rural families will continue in 2006 in a new guise. Following the Government's document 'Every Child Matters' funding has been made available to county councils and unitary authorities to develop Sure Start Children's Centres, which will support families with children aged under 5 years of age.

Although Pewsey Community Area was not originally identified as an area for one of these centre's, the high quality work undertaken by our previous project persuaded Wiltshire County Council to agree that VAK could run an outreach service for Pewsey Community Area as part of the Marlborough Children's Centre. Other work with children, young people and parents has since been secured and there are other possibilities being investigated.

With the potential for more concentrated children, young people and family work, the VAK Board of Trustees have agreed that this exciting area of work needs to be brought together as a clear section of our work. Ali Perry has been appointed Manager of the Children's Hub. One of the key roles of the Children's Hub is to identify gaps in service provision and, working with local groups, develop creative solutions to bridge those gaps

and secure appropriate funding. VAK is already looking at ways of gradually expanding this work across Wiltshire.

These new initiatives, which are changing the shape of the organisation, mean that VAK is taking on more staff, and more space is required. VAK has recently appointed a Facilities & Office Manager to oversee the running of the office and related facilities, and a Database Officer whose task is to develop the 'engine room' of our work.

Through all the difficulties and changes, VAK aims to retain its positive outlook – seeing every difficulty is an opportunity. VAK never views the glass as half empty, always seeking to find new ways to fill the glass.

## **VOLUNTARY ACTION KENNET**

### **VISION**

Our vision is for a vibrant, influential and effective voluntary and community sector which, by working together, offers mutual support and contributes to a better quality of life for local people.

### **VALUES**

We passionately believe that our role is to enable people to work together to fulfil their needs and aspirations.

We aim to achieve this by:-

- Working together as a team to promote the principles of social justice, equity and equal opportunities.
- Acting with honesty, integrity and commitment.
- Striving to develop and promote best practice in a professional manner, whilst creating a caring atmosphere in a friendly, welcoming environment.
- Promoting the benefit of a good work/life balance.
- Enabling groups to 'capacity build' – to ensure their sustainability with the challenging face of the voluntary sector.

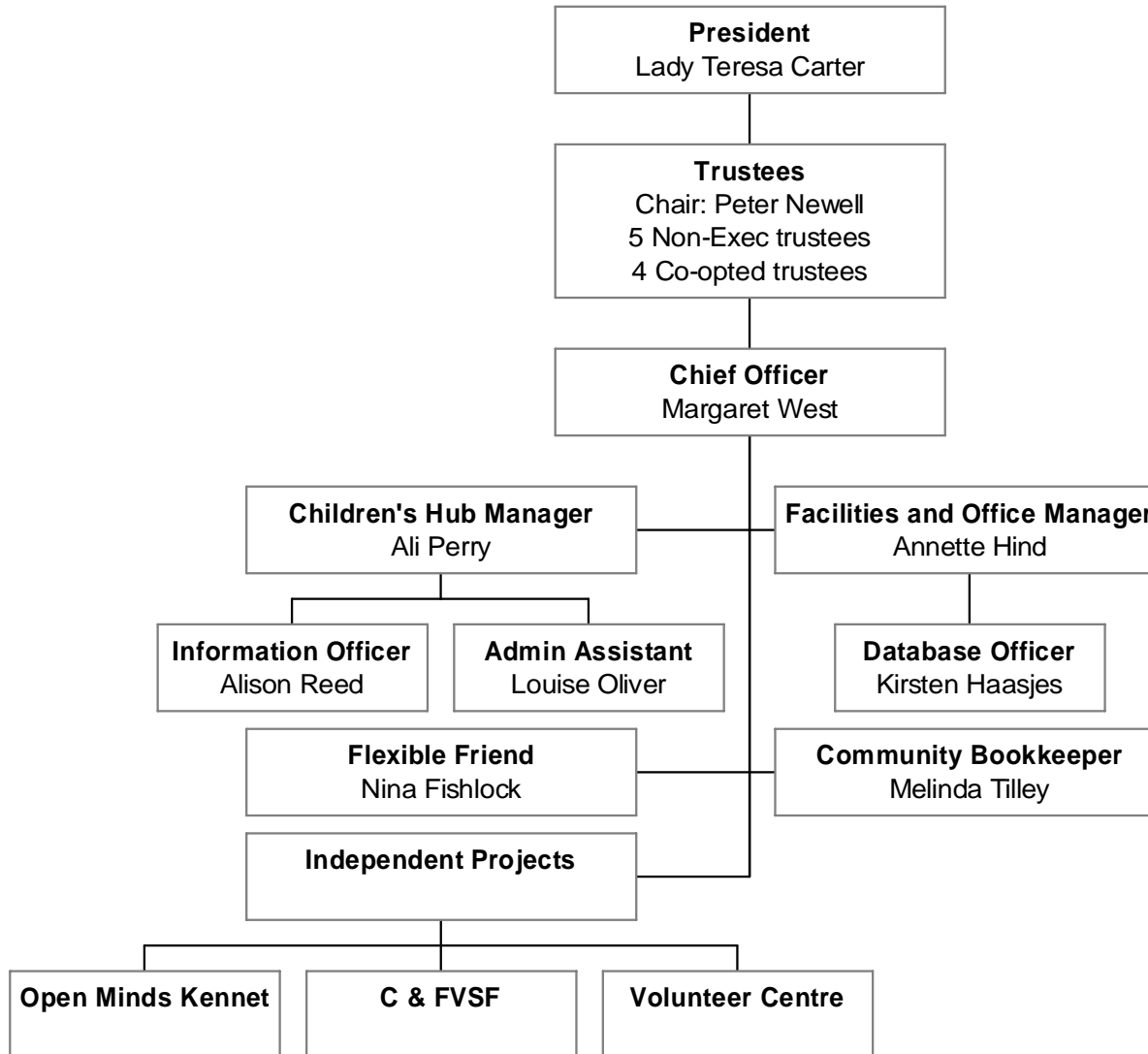
### **MISSION**

Our mission is to, instinctively, be the first point of contact for people in Kennet; for voluntary and community groups seeking support, guidance and advice. Initiating projects and influencing policy on behalf of the voluntary and community sector in Kennet.



## Voluntary Action Kennet

### Organisational Chart as at July 2006





## KENNET'S DEMOGRAPHY

Wiltshire is divided into 4 Districts; North Wiltshire, West Wiltshire, Salisbury & South Wiltshire, and Kennet, plus Swindon which has unitary status.

The Kennet District covers an area of around 380 square miles, which is mainly rural and agricultural in character. Over half of the district is designated an Area of Outstanding Natural Beauty. The population is 74,838, which makes Kennet one of the least densely populated districts in England.

The Kennet District is divided into four community areas – Marlborough, Devizes, Pewsey and Tidworth.

The bustling market towns are the focal points of the district. **Marlborough** has been an important staging post for people travelling between Bristol and London. It has the widest High Street in England, built to allow a coach and four horses to turn. The town spans over 400 years of history. **Devizes** is famous for its castle, Norman churches and 500 listed buildings in less than a quarter of a square mile. **Pewsey** was established by the Saxons and has links to King Alfred the Great, to which the annual carnival is attributed attracting over 20,000 visitors a year. **Tidworth** is an Army Garrison town but is soon to be given Super Garrison status, which will increase the number of army personnel and their families living in the area. Currently Army personnel are based at Upavon, Tidworth, Purton and Netheravon, which are in Kennet but also in neighbouring in Bulford and Larkhill. This brings its benefits and its difficulties due to a large transient population. The villages that surround Tidworth are more rural and often do not link with Tidworth but travel to Marlborough as their service centre.

Many people in the district commute to jobs outside the district. Strong local economies surround Kennet producing demand for housing in the Kennet area, however there is insufficient social housing and creative solutions to affordable housing are needed in many areas of the district.

Kennet is often perceived by its 'chocolate box' thatched cottages and pretty villages as a wealthy district with little or no poverty, social exclusion or deprivation. This is a false impression as the Index of Multiple Deprivation shows that 4 wards in Kennet are among the top 50% of deprived wards in England, and in the top 10 most deprived wards in Wiltshire. The Housing Index shows that nine Kennet wards appear in the top 50% of deprived wards in England. There are also many small pockets of deprivation in the villages. The Index on Access shows that Kennet has many areas, which score in the top half of the Index as areas with significant access difficulties.

The rurality of Kennet brings its own problems in relation to health and social care, and transport in particular.

Public transport is difficult to sustain for many communities, meaning that families with no transport, or only one car, can be trapped within their village community. A number of community transport services have been developed, and there are a number of LINK schemes across Wiltshire, which offer transport and support to those in need. LINK schemes are independent voluntary projects run by volunteers and have a federation type link to Community First. Money was awarded by the Department of Transport for the Wiggly-bus scheme, which has clear agreed routes but members of the scheme can ask the bus to 'wiggle' off the main route to collect them from their village. However subsidies from the Department of Transport are decreasing as costs increase.

In many villages the shops, post office and public house are closed. Few villages have a mobile shop service, so without a car people can be reliant on neighbours to bring in basic commodities or access to a computer means shopping can be done online. However in some communities by working together the village has formed a social enterprise, or become stakeholders in developing local facilities.

Kennet does have a small number of residents from other ethnic backgrounds, but many live within their business, which is often in the food trade e.g. Indian and Chinese restaurants, general stores, which open long hours and a few garage shops. It is clear that more needs to be done to embrace the diverse communities within Kennet and enable them to fully participate in the life of the district.

Kennet has recently had an influx of people from eastern European countries, who tend to work on farms or in health and social care. The unsocial hours can mean that keeping in touch with their family can be difficult, so the internet café in Pewsey has installed 'Skype' which provides internet telephone connections. By opening late two nights per week it provides a vital service and can signpost people to other services.

The Primary Care Trusts are restructuring at the point this plan is written and from October '06 a Wiltshire PCT will replace the 3 Trusts currently covering the county. There has been a series of conversations with stakeholders in relation to modernising health service delivery. Unlike most places across the country there is no 24hr District Nurse service and people living rurally have to travel long distances to access out of hours services and acute hospital care. The PCT has been struggling with cost pressures and have been instructed by Government to return to a cost balance position by the end of the year, March' 07.

Social Care services provided by Wiltshire County Council are also being restructured given cost pressures, caused in part by the PCT. This all

makes for a difficult situation for people who find that criteria to access services have become more stringent.

The infrastructure for volunteering has never been funded by the County Council but expectations are high that volunteers will pick up the needs of people who might otherwise drop through the net.

Despite these issues, Kennet is a beautiful district and visitors come to relax and enjoying the Kennet and Avon Canal, White Horses – carved into the hills or searching for crop circles. Living in Kennet with its various cultural, art and sport activities is a very pleasant place to relax after a hard week's work.

## WHO DOES VAK SERVE, AND WHERE ARE ITS MARKETS?

There are many occasions when VAK is called upon to respond reactively to organisations/groups where there are limited personnel resources. These include:

- ❖ Members of the public
- ❖ Community groups,
- ❖ Registered charities,
- ❖ Embryonic Groups
- ❖ People living rurally who are socially isolated
- ❖ Organisations who are members of national organisations or bodies
- ❖ Development Trusts
- ❖ Community Area Planning Partnerships
- ❖ Kennet Local Strategic Partnership
- ❖ Wiltshire Strategic Board
- ❖ Children and Family Organisations
- ❖ Statutory agencies

Potential New Markets for VAK include:

- ❖ Individuals in Kennet
- ❖ Socially excluded groups
- ❖ Embryonic voluntary & community groups
- ❖ Organised groups, often registered as a Charity
- ❖ Voluntary & community groups with a wider geographical brief.
- ❖ Statutory agencies
- ❖ Local development organisations
- ❖ Private sector organisations, where it can benefit the voluntary & community sector

In responding to the many new demands in the sector, VAK needs to ensure that it does not over stretch itself by:

- ❖ Ensuring continued core funding through renewed service level agreements.
- ❖ Avoiding duplication and waste
- ❖ Developing opportunities for partnership working
- ❖ Keeping open communication channels with the consortium
- ❖ Identifying new areas of work that generate income

## **FUTURE TRENDS AND CHANGING CONTEXT IN WHICH VOLUNTARY ACTION KENNET OPERATES**

This strategic plan is being drawn together (April 2006), at a time when constant change is becoming a way of life.

### **Strategic Initiatives**

In 2002, the Treasury's 'cross cutting' review of the role of the voluntary sector in service delivery explored how Central and Local Government could work more effectively with the voluntary and community sector (VCS) to deliver high quality services. As a result of this review, sub-regional consortiums of Infrastructure Organisations were set up across England. VAK is part of the Wiltshire & Swindon sub-regional consortia, which consists of the 5 C'sVS, Community First, Volunteer Centre Swindon, The Learning Curve, Wiltshire Racial Equality Council and Charities Information Bureau.

The Wiltshire & Swindon Consortium have established a number of projects to develop the skills of the voluntary and community sector in key areas such as funding, volunteers, workforce development etc. The GOSW provided the initial funding, which has now been taken over by a new national organisation called Capacity Builders, which was established to move this agenda forward. A new Government Spending Review is expected to be announced in September 2006.

Integral to the success of the Consortium is the development of the 'Compact', which is an overview document with codes of working practices. It is designed to build more effective working partnerships between the statutory agencies and the voluntary and community sector. However, embedding these agreed ways of working across large statutory organisations poses its own challenges, especially when funding is tight and people are under pressure.

The County had its LPSA targets agreed in 2005 and is now moving into LAA's, which is proving challenging as partnership working is at the heart of delivering core needs differently. The LAA targets are still being developed as this document is being written. The VAK Chief Officer is the VCS Lead, and is working with colleagues to develop the "Stronger" element, which will underpin each block of the LAA, as well as undertaking work in its own right to enable a growth in social capital.

As mentioned earlier the Kennet and North Wiltshire Primary Care Trust is merging with other PCT's in Wiltshire to become Wiltshire PCT. Modernisation of services and achieving financial stability are the main challenges, so that a more effective, equitable service can be delivered in line with "Your Health, Your Care, Your Say?". Alongside these changes is Practice Based Commissioning, where GP's will be coming together in consortia to purchase services for their patients.

The VCS is watching all these developments carefully, as there are situations where it could impact on services traditionally offered by the VCS. This change could mean that in delivering services differently the VCS will need to consider working in partnership or collaboration together in order to tender for services that are primary care related.

Wiltshire County Council is struggling to find ways to balance its finances. Their financial difficulties have been exacerbated by the PCT being instructed, by Government, to only pay for health needs and not social needs. This has caused a restructuring of several WCC Departments, in particular the Adult and Community Services. It is likely to be early 2007 before the true implications will be known.

Wiltshire County Council lead the Wiltshire Strategic Partnership, which brings together 34 organisations from statutory, voluntary and private business. The WiSB provides the programme for the strategic agenda for the County, which is fed upwards from the priorities of the community area plans and then the District Council strategic agenda. A new county sustainable Strategic Plan is being produced as this document is being written. (April 06)

### **Influencing policy**

Voluntary Action Kennet is working with four Community Area structures, all of whom are encouraging partnership working. VAK is one of the representatives from the voluntary sector on the Children and Young Peoples Trust Board and, as previously mentioned, VAK's Chief Officer is the Consortium Lead for LAA's and part of the Compact Board.

The voluntary and community sector organisations have been invited by Wiltshire County Council to tender for services rather than continue the grant system, which they consider to be the most appropriate way to ensure best value. As core funding reduces it will become necessary for VAK to increase its income generation and to make renewed efforts to control its back office costs. There has been some discussion about the possibility of the Consortium taking over the infrastructure back office functions, leaving local CVSs to concentrate on delivering its services. However, the Trustees of VAK are not keen to support this option, but it is acknowledged as a issue that may have to be addressed.

Voluntary Action Kennet continues to play a key role in undertaking both research to promote the benefits of the voluntary and community sector, with regard to its input to the local economy and the social well-being of people in Kennet, and in supporting groups to build their capacity and learning.

### **Quality and Good Practice**

VAK believes that these are fundamental elements of the challenges for the future. VAK will have an important role enabling groups within the voluntary and community sector to meet the demands of funding

agencies and to clarify monitoring and evaluation demands that are being made by grant agencies. Through the consortium, performance management and minimum quality standards have been agreed that will be used by statutory bodies as well as the VCS for its own quality management. Voluntary and community groups who wish to survive in this competitive market will need to embrace new working practices.

VAK have the Investors in People quality standard, which is due to be reassessed in Nov 2006. In 2005, VAK obtained the Matrix Quality standard, which relates to learning and work.

### **Volunteering**

As Government continues to promote volunteering through a number of initiatives, to enable the public to be more involved in their local community. Through the ChangeUp agenda, funded via GOSW, the consortium has been able to develop four Volunteer Centres each in a CVS in Wiltshire. **Volunteer Centre Kennet** needs to grow its work with all ages of potential volunteers, and work to ensure a consistent quality of recruitment, support, and training to protect vulnerable clients and ensure a positive experience for volunteers.

### **Information and Support**

The need for current, accurate information about the constantly changing environment the VCS find themselves trying to understand and deal with, means that VAK need to work even more closely with the smaller groups; to help them get a better appreciation of the changing context and likely future trends. VAK will need to identify the latent needs of these groups and then, in the VAK tradition, find creative ways of resolving them.

Information Technology continues to play a major role in the day-to-day operation of many organisations. However, the smaller voluntary and community groups will need to be helped to embrace this now expected form of communication, which will help them increase their efficiency and put them in a better position in the competition for resources. The Consortium's 'Community Web' initiative, led by Community First, is just one way of helping VCS groups to set-up their own web site.

VAK will shortly be taking delivery of its new website, which will have interactive features allowing Kennet's Voluntary Groups to network with colleagues, with the potential benefit of savings in travel time.

You can be sure that, by the time VAK reaches the end of this strategic plan, the VCS in Kennet will be a very different proposition.

## STRATEGIC DIRECTION

As with any strategic planning exercise, VAK has had to make a number of assumptions about the way forward. The current view is that VAK will need to:

- o Develop its 'catalyst' approach to its work as part of its role as an infrastructure organisation.
- o Maximise its potential and resources
- o Facilitate the VCS to improve its own capacity
- o Develop a resource centre approach
- o Encourage groups to invest time in planning for the future as an essential part of ensuring sustainability and progress. If you don't know where you are going, any path will take you there.

Taking the above into consideration the VAK development themes will focus on:

- Growing a reliable, reputable information resources
- Investigating and developing new ways to generate income
- Working proactively to meet the infrastructure needs of the voluntary and community sector
- Working collaboratively to influence policy and practice, and facilitate voluntary sector representation.
- Ensuring proper governance and good management of Voluntary Action Kennet.

## CRITICAL SUCCESS FACTORS

How will VAK know that its 2010 strategic objectives have been achieved?

- ❖ It will be more securely funded.
- ❖ It will have moved into a resource centre building.
- ❖ VAK will be a highly respected, well-known agency in the 'not-for-profit' sector.
- ❖ It will be the automatic point of access for new and established groups in the voluntary & community sector.
- ❖ VAK will be known for its quality, value based culture that's evident in its information, advice and support services.
- ❖ VAK will be at the forefront of strategic discussions within the sector, and with its statutory partners.
- ❖ VAK will be acknowledged by the VCS, for its creative approach to issues and inclusive style in discussions.
- ❖ VAK will be recognised as a key facilitator for the Voluntary & Community Sector.
- ❖ It will be seen as a professional organisation, that delivers what it says it will deliver.
- ❖ VAK will be effectively engaged in specialist infrastructure work.

## IMPLICATIONS

- ❖ Availability of appropriate funding for core work and development
- ❖ Establishment of a quality system; a measuring tool, from the National Association for Voluntary and Community Action.
- ❖ Committed staff that understand the voluntary sector and are passionate to the VAK values.
- ❖ Staff that understand the 'journey' process and are prepared to adapt to meet the challenges ahead.
- ❖ Ability to develop creative ways to meet the objectives of the plan
- ❖ Invest in marketing and promotion of VAK
- ❖ Move to more appropriate, accessible offices.
- ❖ Improve communication within the voluntary sector
- ❖ Improve communication with the statutory sector
- ❖ Find ways to encourage partnership working
- ❖ Encourage lateral thinking to realise creative solutions
- ❖ Keep resources up-to-date
- ❖ Play a key role in Community Area Forums/Trusts
- ❖ Collaboration with the Consortium.

**CASH FLOW FORECAST BUDGET PROJECTION 2006 - 2010**

	<b>2006/2007</b>	<b>2007/2008</b>	<b>2008/2009</b>	<b>2009/2010</b>
<b>FUNDS RECEIVABLE</b>	<b>£</b>	<b>£</b>		
Kennet District Council	10,000	10,000	10,300	10,609
Service Agreement (WCC)	42,181	43,446	44,750	46,092
Primary Care Trust	8,819	9,084	9,356	9,637
LloydsTSB	4,098		0	0
Financial services	761	784	807	832
Interest Rec'd	500	500	515	530
Equipment hire	500	500	515	530
Printing	2,000	2,000	2,060	2,122
Desk space & mgmt fee OM	400	412	424	437
Office space DWC&FVSF	2,000	2,060	2,122	2,185
Office space C&YP hub	6,677	6,877	7,084	7,296
Office Space PIP	2,000		0	0
Management Fee Hub	7,010	7,220	7,437	7,660
Management Fee DWC&FVSF	1,800	1,854	1,910	1,967
Advice & Information	2,241	0	0	0
Training	2,000	2,000	2,060	2,122
KDC Event	1,500	0	0	0
Admin services	1,500	1,000	1,030	1,061
Consortium	3,000			
Insurance transfer CH	500			
<b>TOTAL</b>	<b>99,487</b>	<b>87,737</b>	<b>90,370</b>	<b>93,081</b>
<b>EXPENDITURE</b>				
Salaries & E'er NI	80,307	82,716	85,198	87,754
Pensions	0	0	0	0
Staff Recruitment	1,000	1,030	1,061	1,093
Travel & Subsistence	1,600	1,648	1,697	1,748
Rent & service charge	12,959	13,348	13,748	14,161
Heat & Light (Included in rent)	1,000	1,030	1,061	1,093
Maintenance & Cleaning	900	927	955	983
Security Monitoring	0	0	0	0
Printing/Stationery/Postage	4,500	4,635	4,774	4,917
Telephone	3,150	3,245	3,342	3,442
Publicity/books/subs	800	824	849	875
Newsletter costs	2,100	2,163	2,228	2,295
Insurance (inc bldg)	2,800	2,884	2,971	3,060
Staff Training	1,000	1,030	1,061	1,093
Seminars and training events	2,000	2,060	2,122	2,185
Computer Support	3,000	3,090	3,183	3,278
Accounting & Audit	2,600	2,678	2,758	2,841
Legal	0	0	0	0
Redundancy Provision	0	0	0	0
Sickness Provision	0	0	0	0
Funtion costs	1,000		0	0
IIP Provision	1,500	1,545	1,591	1,639
Misc.	1,000	1,030	1,061	1,093
Replacement Capital Equipment	1,780	1,833	1,888	1,945
Depreciation (not included in cash flow)				
Bank charges	60			
<b>TOTAL</b>	<b>125,056</b>	<b>127,716</b>	<b>131,548</b>	<b>135,494</b>
<b>CASH FLOW FOR THE YEAR</b>	<b>-25,569</b>	<b>-39,979</b>	<b>-41,178</b>	<b>-42,413</b>



## Voluntary Action Kennet

### Strategic Direction 2006 – 2010

#### 1. VAK will grow reputable information resources

	OBJECTIVE	TASKS	WHEN	OUTCOME	MONITOR BY
1	Create a research resource	Create a bank of useful research information to enable groups to evidence funding applications and develop new services and undertake research that adds value to the sector/community areas.	By 2009	Evidence bank for services	List of research in the 'bank'
2	Ensure the database is a reliable power base.	Validated annually, update and develop the database. Create a directory of the voluntary and community sector and other key partners.	Ongoing	A base for good information on the v&cs	Random checks by CO
3	Keep written material up to date	Develop a policy relating to information and create a database of resources relevant to the v&cs.	Dec 06	Ensures everyone is working in a similar way.	Policy will have received approval from the Trustees.
4	A website that meets the needs of the voluntary and community sector in Kennet and its partners.	Develop a new web site that is interactive and accessible to its members	Dec 06	A more informative website	More inter action with V&C groups

	<b>OBJECTIVE</b>	<b>TASKS</b>	<b>WHEN</b>	<b>OUTCOME</b>	<b>MONITOR BY</b>
5	Create written material to inform and support the v&cs.	Newsletters, information / advice sheets.	Ongoing	Prevents groups from reinventing wheels and a source of info.	Copies of newsletters and advice sheets

## 2. VAK to investigate and develop ways to generate income

	<b>OBJECTIVE</b>	<b>TASKS</b>	<b>WHEN</b>	<b>OUTCOME</b>	<b>MONITOR BY</b>
1	Consultancy support to grow VAK's skills	Identify appropriate work	As opportunities arise	Growing VAK's work base	Record of work undertaken
2	Tender for contracts that are within our mission	Identify tenders that could be delivered by VAK alone or in partnership. Obtain Board approval to move ahead.	As opportunities arise	Growing VAK's work within vision	Record of work undertaken
3	Develop services that are of high quality, run by best practice and are required by the sector.	Identify gaps in the market and work up business case for each new service for Board approval.	As opportunities arise	Growing VAK's work within vision	Business and record of Trustee discussion in minutes
4	Investigate opportunities for joint working with statutory or voluntary partners	Identify potential opportunities and be proactive in discussions with partners	As opportunities arise	Growing VAK's work within vision	Minutes of meetings

### 3. VAK to work proactively and reactively to meet the infrastructure needs of the voluntary and community sector

	OBJECTIVE	TASKS	WHEN	OUTCOME	MONITOR BY
1	Grow the capacity of the voluntary and community sector	Provide information, advice, support, resources and services.  Ensure quality systems across the sector to enable the VCS to be fit for purpose	Ongoing  2007	More groups are fit for purpose  Better quality services delivered	Statistics  Log of groups worked with. Groups are better funded and statutory partners seem them as important.
2	Create a Children's Hub	Identify opportunities to develop services that support families.  Identify and develop services that meet gaps in c&f work across the County	2006 ongoing  2006 ongoing	Infrastructure is improved providing better services and support for families	Log of services.  Report to Trustees  Evaluation reports
3	Create specialist hubs based on client groups	Create a children and family hub based through Support to Families in Kennet and identify other potential opportunities.	2006 then ongoing	Better infrastructure support to new and existing groups and therefore the public	Reports to Trustees  Log of work undertaken

	<b>OBJECTIVE</b>	<b>TASKS</b>	<b>WHEN</b>	<b>OUTCOME</b>	<b>MONITOR BY</b>
4	Through partnership working develop new services	Develop services that add to diversity, social inclusion and access	2006 ongoing	Better access to services for people who often feel on the fringes.	Reports to work group(s) and VAK Trustees
5	Through partnership working develop the opportunities of the Wiltshire and Swindon 'ChangeUp' Consortia	Develop local hubs of infrastructure support to mirror national hubs. (Finance, workforce development, performance management, ICT, governance, equality for minorities and volunteering)	2006 and ongoing	Growth to the skills of front line organisations	Minutes of consortium meetings.  Update reports to Trustees

#### 4. VAK to work collaboratively to influence policy and practice and facilitate voluntary and community sector representation

	OBJECTIVE	TASKS	WHEN	OUTCOME	MONITOR BY
1	Ensure good communication with the v&c sector	Create & develop further communication systems with the sector	Ongoing	VCS will feel better informed	Log of actions undertaken
2	Ensure a voluntary and community sector voice at strategic partnerships	Meet with lead strategic partners to discuss and promote the sector. Ensuring the voice of the voluntary and community sector is adequately represented at meetings.	Ongoing	VCS will feel more aware of local issues in which they can become involved.	Minutes of meetings.  Updates on Website
3	Represent the voluntary and community sector on the Children's Trust Board	Voice the concerns and issues of the children and families voluntary agencies forum.	Ongoing	The sector has a strong voice	Reports to the Forum

## 5. Voluntary Action Kennet has good governance and is properly managed

	OBJECTIVE	TASKS	WHEN	OUTCOME	MONITOR BY
1a	To ensure good governance	Meet the 12 keys roles and responsibilities for Trustees	Ongoing	Good performance	Annual Review
2	Meet the requirements of Company Law and the Charity Commission	Send returns in on time	Ongoing	Good practice organisation	Trustees
3	Ensure VAK meets its obligations relating to signed service level agreements, and contracts.	Regularly review the progress against the annual plan.	Ongoing	VAK will be seen to be at the front of the sector in Kennet	Reports to Trustees. Monitoring strategic and annual plan delivery
4	Ensure VAK work to good practice	Maintaining Investor in People and Matrix quality standards	Ongoing	Evidence of good practice	Trustees viewing complaints reports. Uptake of services.
4	Ensure staff are properly recruited managed and supported.	Review processes against policies and procedures	Ongoing	Staff are retained because they feel well treated	Annual appraisals to which a Trustee attends.
5	Ensure monitoring and evaluation of VAK's activities	To ensure continuous improvement	Ongoing	VAK is meeting needs and delivering in a ways VCS requires	Evaluation sheets. Letters of support and thanks.



## **MONITORING AND EVALUATION**

This plan will be monitored in a number of ways including:

- ❖ Regular reports to the VAK Management Committee
- ❖ Regular meetings between the Chief Officer and the Chair of VAK
- ❖ Half yearly reporting to update both Trustees and funders on VAK's progress against its annual plan.
- ❖ Ongoing monitoring of VAK quality standards.
- ❖ Ongoing monitoring of statistical information and feedback comments.

This plan will be evaluated by:

- ❖ Satisfaction surveys
- ❖ External evaluation
- ❖ Obtaining views from those who don't use VAK's services





### APPENDIX 1b



**APPENDIX 2****GLOSSARY**

ABBREVIATION		STAFF	ROLES
ACW	Age Concern Wiltshire	CO	Chief Officer
AGM	Annual General Meeting	CB	Community Bookkeeper
C'sVS	Council's for Voluntary Service	C&FVSF DW	Children & Families Voluntary Sector Forum Development Worker
CF W&S	Community Foundation Wiltshire & Swindon	CH Mgr	Children's Hub Manager
C&FVSF	Children and Families Voluntary Sector Forum	CH IO	Children's Hub Information Officer
CIB	Charities Information Bureau	DO	Database Officer
CRB	Criminal Record Bureau	FF	Flexible Friend
C&YPTB	Children and Young People's Trust Board	F&O Mgr	Facilities and Office Manager
DC&E	Department of Children and Education - WCC	TC	Training Co-ordinator
DCS	Department of Community Services - WCC	VW	Volunteer Centre Worker
ECM	Every Child Matters		
G&H	Gazette & Herald Newspaper		
GOSW	Government Office of the South West		
GP	General Practitioner		
IAG	Information Advice and Guidance		
ICT	Information Communication Technology		
IIP	Investor in People		
KDC	Kennet District Council		
KLSP	Kennet Local Strategic Partnership		
LAA	Local Area Agreements		
LC	Learning Curve		
LGA	Local Government Association		
LINK	Community support		
LPSA	Local Public Service Agreement		

LIO	Local Infrastructure Organisation		
LSC	Learning and Skills Council		
MADT	Marlborough Area Development Trust		
NACVS NAVCA	CVS national organisation – name changed to National Association for Voluntary and Community Action		
NCVO	National Council for Voluntary Organisations		
PACT	Pewsey Area Community Trust		
PBC	Practice Based Commissioning		
PCT	Primary Care Trust		
PIP	Pewsey Information Point		
PQASSO	Practical Quality Assurance Systems for small organisations		
RDA	Regional Development Agency		
SLA	Service Level Agreement		
SORP	Statement of Recommended Practice – relates to charity accounts		
SW	South West		
TDT	Tidworth Development Trust		
VAK	Voluntary Action Kennet		
VCS also V&CS	Voluntary and Community Sector		
VE	Volunteer England		
VCK	Volunteer Centre Kennet		
WCC	Wiltshire County Council		
WiSB	Wiltshire Strategic Board		
WiSB Ex	Wiltshire Strategic Board Executive		
WRCC	Wiltshire Rural Community Council known as Community First		
WREC	Wiltshire Racial Equality Council		
WSUN	Wiltshire and Swindon Users Network		

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