

**MEETING 15/05/2014**

**Ref: 12131**

**ASSESSMENT CATEGORY - Strengthening London's Voluntary Sector**

**Volunteer Centre Hounslow**

**Adv: Tim Wilson**

**Amount requested: £132,411**

**Base: Hounslow**

**{Revised request: £144,306}**

**Benefit: Hounslow**

**Amount recommended: £141,100**

**Purpose of grant request:** Salary of a Good Practice Officer to enhance volunteer management and volunteering by training and advice to local organisations.

**Background**

Volunteer Centre Hounslow (VCH) recruits and places volunteers in voluntary and statutory organisations across the borough of Hounslow. Established in 1977, it also promotes volunteer opportunities on behalf of host organisations and delivers training to ensure that volunteer placements are successful.

There is currently higher demand for volunteer placements within the borough than there are opportunities available. In the last year, VCH reported 1,530 new volunteer registrations against 340 new placements. The charity attributes this mismatch to the difficulties prospective hosts often have in designing suitable volunteer placements, and the frequent difference between the skills offered by prospective volunteers, and the skills host organisations actually need.

Despite funding constraints affecting many of Hounslow's voluntary organisations, VCH reports that it is relatively hard for these charities to turn to volunteers for help as they do not know how best to arrange and host placements. VCH seeks to address this so that the borough's voluntary and community sector can manage with reduced resources.

**Funding History**

You have funded VCH twice since 2000, both times under your old Main Grants programmes and for initiatives supporting older people. In 2001 you awarded £75,000 for an 'odd jobs' scheme and in 2005 you awarded £81,000 for a gardening and decorating scheme. Monitoring for both grants was satisfactory. Files were closed and archived some time ago.

VCH has also submitted but then withdrawn three applications to your Trust. In 2001 for a best practice programme for volunteer managers, and then more recently in May 2012 and September 2013 as it submitted earlier versions of the proposal under consideration at today's meeting.

**Current Application**

VCH wishes to deliver a three year programme to improve volunteer management in Hounslow. This programme is intended to address the shortfall in volunteer placements and to provide support to organisations who wish to host volunteers. Activities will be led by a full-time Good Practice Worker who will deliver tailored support by telephone and face-to-face.

The programme is intended to increase the number and improve the quality of local volunteer opportunities, and to ensure that voluntary organisations know how to make best use of volunteer input. VCH will build on its volunteer brokerage experience to identify organisations who would derive most benefit.

### **Financial Observations**

Audited accounts for the year ended 31<sup>st</sup> March 2013 show a deficit of £7,487 (4.7% of turnover), entirely on unrestricted funds.

The reserves policy states that the organisation aims to hold in free unrestricted reserves between 30-50% of current year income, which equates to a target holding of between £59,688 and £99,481 based on anticipated income for 2014-15. At 31<sup>st</sup> March 2013, the organisation held free unrestricted reserves of £119,983 which equates to 60.3% of 2014-15 income.

The latest management accounts for the year ended 31<sup>st</sup> March 2014 show total income of £105,394 and a deficit of £20,030 (19% of turnover), comprising a deficit of £22,634 on unrestricted funds partially offset by a surplus of £2,604 on restricted funds. This deficit reflected a planned use of unrestricted reserves to bring the holding in line with the trustees' target.

The budget for the current year to 31<sup>st</sup> March 2015 shows a break-even position. Total income is expected to be £198,961, of which £89,500 (45%) had been confirmed as at 28<sup>th</sup> April 2014. At 31<sup>st</sup> March 2015 free unrestricted reserves are predicted to be £97,338, which is equivalent to 48.9% of 2014-15 income.

### **Officer's Appraisal**

Hounslow is a relatively deprived London borough, and although census data shows a declining trend in the local unemployment rate over the last ten years, there is still sufficient demand for work-experience opportunities such as those brokered by VCH. The charity reports an increase in enquiries but insufficient places to host volunteers. Additionally, there is often a mismatch between the skills needed by host organisations, and the skills offered by prospective volunteers. This speaks to the value of increasing the number of local volunteer opportunities as well as working with current and prospective volunteer hosts to improve the quality of the placements available.

Following an increase in their office rental costs, VCH has submitted a revised project budget (as shown at Appendix A to the original application form). Given the funds already raised from the London Borough of Hounslow, VCH requires slightly less than the funds requested in appendix A, and this is reflected in the recommendation below.

### **Recommendation**

**£141,100 over 3 years (£45,300; £46,300; £49,500) for a full-time Good Practice Officer together with on-costs and project running costs in order to improve volunteer management in the London Borough of Hounslow.**

# The City Bridge Trust

## Investing In Londoners: Application for a grant



### About your organisation

Name of your organisation: <b>Volunteer Centre Hounslow</b>	
If your organisation is part of a larger organisation, what is its name? <b>N/A</b>	
In which London Borough is your organisation based? <b>Hounslow</b>	
Contact person: <b>Ms Taz Nagra</b>	Position: <b>Director</b>
Website: <b><a href="http://www.volunteerhounslow.org.uk">http://www.volunteerhounslow.org.uk</a></b>	
Legal status of organisation: <b>Charitable company</b>	Charity, Charitable Incorporated Company or company number: <b>296308</b>
When was your organisation established? <b>30/09/1978</b>	
<p><b>Aims of your organisation:</b></p> <p>The charitable objectives are to recruit and place volunteers in both voluntary organisations and, where appropriate, statutory agencies in the London Borough of Hounslow; to offer advice and information on all aspects of voluntary work; to encourage and monitor good practice in the use of volunteers; and to research and seek to establish new projects to meet the needs of the local community.</p>	
<p><b>Main activities of your organisation:</b></p> <p>Volunteer Centre Hounslow is an accredited Volunteer Centre. We support citizens and not for profit organisations in the London Borough of Hounslow in order to promote volunteering and its benefits. We do this by fulfilling the 6 core functions of an accredited Volunteer Centre:</p> <ol style="list-style-type: none"> <li>1 Brokerage: matching individuals and organisations with appropriate volunteering opportunities;</li> <li>2 Marketing Volunteering: stimulating and encouraging interest in voluntary activity by both individuals and organisations;</li> <li>3 Good Practice Development: supporting volunteer involving organisations to implement good practice in all aspects of their volunteering programme;</li> <li>4 Developing Volunteering Opportunities: working with statutory and voluntary groups to develop and increase the range of local volunteering opportunities;</li> <li>5 Policy Response &amp; Campaigning: maintaining up to date knowledge about local or national developments that impact on volunteering, and leading or participating in issues affecting volunteers or volunteering.</li> <li>6 Strategic Development of Volunteering: leading local resource influencing local plans and policy making, and feeding into regional and national consultations.</li> </ol>	

## Number of staff

Full-time:	Part-time:	Management committee members:	Active volunteers:
4	1	3	20

## Property occupied by your organisation

Is the main property owned, leased or rented by your organisation?	If leased/rented, how long is the outstanding agreement?
<b>Rented</b>	<b>Open ended licence, ongoing.</b>

## Environmental Impact

City Bridge Trust wants to help voluntary sector organisations to have a positive environmental impact. Please tell us how much your organisation is already doing to have a positive environmental impact using the definitions below to help you decide.
<b>Making progress: We have reviewed our organisation's environmental impact and have started to carry out a plan of improvements.</b>

## Grant Request

### Details of grant request

Under which of City Bridge Trust's programmes are you applying? <b>Strengthening London's Voluntary Sector</b>
Which of the programme outcome(s) does your application aim to achieve? <b>More organisations with the skills to improve their volunteer management</b>
Please describe the purpose of your funding request in one sentence. <b>Salary of 1 f/t Good Practice Officer and running costs; to enhance volunteer management and volunteering mainly by outreach, training and advice to local organisations.</b>
When will the funding be required? <b>01/04/2014</b>
How much funding are you requesting? Year 1: <b>£42,328</b> Year 2: <b>£43,523</b> Year 3: <b>£46,560</b> <b>Total: £132,411</b>
Do you plan to continue the activity beyond the period for which you are requesting funding? If so, how do you intend to fund it? <b>Yes.</b> <b>We have an excellent ongoing relationship with LB of Hounslow and anticipate that they will continue to commission services from us. We have reviewed staff roles and ensured that capacity is available for fundraising. We will explore income generating projects which are viable and in line with our charitable objectives and mission.</b>
If you need any planning or other statutory consents for the project to proceed, what stage have the applications reached? <b>N/A</b>

## Summary of grant request

### The need:

Recent years have seen changes in the demographic of volunteers, and the number and capacity of Volunteer Involving Organisations (VIOs) in Hounslow. The CVS no longer exists. VC Hounslow is now integral to delivering organisational development support, and we seek funding to maintain and improve our work with VIOs, specifically in the area of good practice in volunteer management. This work will increase volunteering quality and capacity, and improve sustainability in the sector generally.

We have surveyed training needs; and know that many people responsible for managing volunteers are inexperienced, lack resources, and need the support we can offer.

### Delivery:

The work will be led by a Good Practice Worker, assisted by a Marketing and Brokerage Worker, particularly in the delivery of forums, events and promotional work; both posts will be managed by the Director. 4 volunteers will be trained and supported to assist with delivery of good practice work.

Staff are already in post, therefore lead in time will be negligible, mainly involving planning, and ensuring that monitoring is in place.

The project will deliver training, forums, outreach work, and online, face-to-face and online advice and resources. Work with individual VIOs will be offered at different levels according to need.

We will continue delivering projects to promote volunteering; and we want to improve our own practice, achieving PQASSO Level 1 to evidence this and as part of a process of continuous improvement.

### Aims of the project:

We aim to achieve the following outcomes:

- 1 VIOs will improve their knowledge and skills in Volunteer Management, by accessing expert support from Volunteer Centre Hounslow (VC Hounslow); and by participation in events that strengthen and coordinate volunteering in the borough.
- 2 The number and variety of volunteering roles registered with VC Hounslow will increase, offering volunteers and prospective volunteers a choice of appropriate and fulfilling opportunities.
- 3 Better managed volunteers will enjoy a positive volunteering experience and add value to services provided by VIOs.
- 4 VC Hounslow will lead by example, consolidating its own good practice, and seeking to manage projects which will promote and increase volunteering in the borough.

### Why VC Hounslow?

We have a 34 year track record of delivering volunteering support and are an accredited Volunteer Centre. We are well respected and have an excellent relationship with LB Hounslow, who fund us. We have begun a process of reviewing and improving our financial procedures, governance and strategic planning. Our Director is prominent in all key networks, forums and committees locally and is Hounslow's nominated Champion for Volunteering. No other local voluntary sector organisation has our level of expertise and engagement.

### How we meet the programme outcome:

The core of the work will make a demonstrable difference to the capacity of VIOs to manage volunteers - to know what good practice is, and how to implement it. Through access to skills, knowledge and support, we aim to increase and improve volunteering, giving more people the opportunity to participate, and, ultimately, to enhance services to the wider community.

How we meet CBT's principles of Good Practice:

- 1 Cascade benefit: we have feedback from existing surveys, and will put in place monitoring specifically to track impact.
- 2 We are committed to improving all aspects of the organisation and intend to achieve the PQASSO quality accreditation. We conduct satisfaction surveys, TNA, and evaluation of training and events.
- 3 We offer free/subsidised membership and attendance at training and events; we are visible in community forums, and based in the town centre;
- 4 We are represented in sub-regional and regional partnerships and forums, and these are our principle means of sharing learning.

## **Outputs and outcomes**

What are the main activities or outputs you want to deliver? Please include no more than 5. By activities or outputs we mean the services, products or facilities you plan to deliver. If you plan to deliver work over more than one year you should include activities over the full grant period requested. Try to be specific.

### **Good practice support for organisations:**

**24 organisations receive intensive support: 8 pa**

**36 organisations receive essential - moderate tailored support: 12 pa**

**300 organisations have access to up-to-date online resources, telephone and face to face advice**

**18 training/development events: 6 pa**

**6 networking forums delivered: 2 pa**

### **Increase volunteer roles and opportunities:**

**Maintain number of registered volunteer involving organisations at 340**

**75 new roles registered: 25 pa**

**45 applicants matched with volunteering roles: 15 pa**

**Advice available on creating volunteer roles: ongoing**

**Creating volunteer roles included in training content of at least 1 workshop pa**

**Evidencing that work with organisations results in positive volunteering experiences and enhanced service delivery:**

**15 case studies demonstrating the experience of volunteers: 5 pa**

**15 case studies demonstrating the impact of volunteer management support on Volunteer Managers and service delivery: 5 pa**

**Process of continuous improvement so that VC Hounslow is itself an example to its members of a well run volunteer involving organisation:**

**15 volunteers at any time will be involved; 4 specifically delivering good practice support**

**Achievement of PQASSO quality accreditation: 4 areas achieved pa, final accreditation Yr 3**

What main differences or outcomes do you hope the activities you have described above will achieve? Please include no more than 5. By differences or outcomes we mean the changes, benefits, learning or other effects that result from the work your project would deliver. These might be for individuals, families, communities or the environment.

**Good practice support for organisations:**

**This will ensure that good practice policies and procedures are in place and that those managing volunteers are more competent and confident. In turn, they should attract the right volunteers for their organisation, enhancing their services and benefiting the volunteer.**

**Increase volunteer roles and opportunities:**

**Nationally, there is a mismatch of people wanting to volunteer with the opportunities available. Creating more and different opportunities to suit the changing demographic of those wanting to volunteer will improve recruitment, and better meet the needs of organisations, volunteers and the wider community.**

**Evidencing that work with organisations results in positive volunteering experiences and enhanced service delivery:**

**We need evidence of impact for funders, for ourselves, but most importantly for promotional work with volunteer involving organisations themselves. This is also part of leading by example - many VCH members struggle with evidencing impact.**

**Process of continuous improvement/quality accreditation:**

**We aim to be an example for members and the sector locally, of a well run organisation, which implements best practice in volunteer management, and is in good shape to face the challenges of delivering a quality service to the borough.**

## Who will benefit?

### About your beneficiaries

How many people will benefit directly from the grant per year?

**1,500**

In which Greater London borough(s) or areas of London will your beneficiaries live?

**Hounslow (100%)**

What age group(s) will benefit?

**All ages**

What gender will beneficiaries be?

**All**

What will the ethnic grouping(s) of the beneficiaries be?

**A range of ethnic groups**

If Other ethnic group, please give details:

What proportion of the beneficiaries will be disabled people?

**1-10%**



## Funding required for the project

**What is the total cost of the proposed activity/project?**

Expenditure heading	Year 1	Year 2	Year 3	Total
Good Practice Officer f/t salary incl 15% oncosts	28,750	29,613	30,498	88,861
Marketing & Brokerage Officer (21 hrs) salary incl 15% oncosts	17,250	17,768	18,299	53,317
Staff training and expenses x 2 workers	2,220	2,287	2,356	6,863
Management fee	5,784	5,951	6,287	18,022
Office costs x 2 workers	4,500	4,635	4,773	13,908
Volunteer expenses x 4 project volunteers	1,650	1,701	1,752	5,103
2 forums for volunteer involving groups	860	869	878	2,607
6 training & development events for volunteer involving groups	2,460	2,485	2,510	7,455
PQASSO accreditation and resources	150	150	1,800	1,200
<b>TOTAL:</b>	<b>63,624</b>	<b>65,459</b>	<b>69,153</b>	<b>198,236</b>

**What income has already been raised?**

Source	Year 1	Year 2	Year 3	Total
LB Hounslow (core funding)	21,296	21,936	22,593	65,825
<b>TOTAL:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**What other funders are currently considering the proposal?**

Source	Year 1	Year 2	Year 3	Total
N/A	0	0	0	0
<b>TOTAL:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**How much is requested from the Trust?**

Expenditure heading	Year 1	Year 2	Year 3	Total
Good Practice Officer f/t salary incl 15% on costs	28,750	29,613	30,498	88,861
Staff training and expenses	1,110	1,143	1,176	3,429
Management fee (10%)	3,848	3,957	4,233	12,038
Office costs	3,500	3,605	3,713	10,818
Volunteer expenses x 4 project volunteers	1,650	1,701	1,752	5,103
2 forums for volunteer involving groups	860	869	878	2,607
6 training & development events for volunteer involving groups	2,460	2,485	2,510	7,455
PQASSO accreditation and resources	150	150	1,800	2,100
<b>TOTAL:</b>	<b>42,328</b>	<b>43,523</b>	<b>46,560</b>	<b>132,411</b>

## Finance details

Please complete using your most recent audited or independently examined accounts.

Financial year ended:	Month: <b>March</b>	Year: <b>2013</b>
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Income received from:	£
Voluntary income	152,590
Activities for generating funds	0
Investment income	0
Income from charitable activities	0
Other sources	5,141
<b>Total Income:</b>	<b>157,731</b>

Expenditure:	£
Charitable activities	163,385
Governance costs	1,833
Cost of generating funds	0
Other	0
<b>Total Expenditure:</b>	<b>165,218</b>
<b>Net (deficit)/surplus:</b>	<b>-7,487</b>
<b>Other Recognised Gains/(Losses):</b>	<b>0</b>
<b>Net Movement in Funds:</b>	<b>28,312</b>

Asset position at year end	£
Fixed assets	0
Investments	0
Net current assets	120,338
Long-term liabilities	0
<b>*Total Assets (A):</b>	<b>120,338</b>

Reserves at year end	£
Endowment funds	0
Restricted funds	355
Unrestricted funds	119,983
<b>*Total Reserves (B):</b>	<b>120,338</b>

\* Please note that total Assets (A) and Total Reserves (B) should be the same.

### Statutory funding

For your most recent financial year, what % of your income was from statutory sources?  
41-50%

### Organisational changes

Describe any significant changes to your structure, financial position or core activities since the date of your most recent accounts:

No significant changes to staffing/core activities. Moving to improved premises at same address - more visible, adjacent to Community 'hub'.

**Trustees:**

Laura Watts: Chair (was Vice Chair)

Nick Brieger: Treasurer

Lizzie Saunders: Secretary (was Chair)

Robin Mitra - Treasurer, left 09/13

Laura Watts - Chair, no longer Vice Chair

Alfred Rowntree: left 06/13

Sofia Shakir: left 08/13

Trustee recruitment is planned for January 2014.

**Previous funding received**

Please list the funding received by your organisation from the following statutory sources during the last THREE years.

	<b>2010 £</b>	<b>2011 £</b>	<b>2012 £</b>
City of London (except City Bridge Trust)	0	0	0
London Local Authorities	58,181	85,000	67,000
London Councils	0	0	0
Health Authorities	0	0	0
Central Government departments	6,510	24,269	0
Other statutory bodies	0	0	0

**Previous grants received**

Please list the grants received by your organisation from charitable trusts and foundations (other than City Bridge Trust) during the last THREE years. List source, years and annual amounts. Please include the 5 largest only.

<b>Name of Funder</b>	<b>2010 £</b>	<b>2011 £</b>	<b>2012 £</b>
Big Lottery	18,859	31,750	0
Big Fund - Collaborating for Change	0	0	73,248
Big Lottery - YP Fund	0	0	6,250
CVS Hounslow	0	2,750	0
Mercers Company	2,500	0	0

## Declaration

I confirm that, to the best of my knowledge, all the information I have provided in this application form is correct. I fully understand that City Bridge Trust has zero tolerance towards fraud and will seek to prosecute and recover funds in every instance.

Please confirm: Yes      Full Name: **Taz Nagra**

Role within                      **Director**

Organisation:

**Investing in Londoners  
 Good Practice Project  
 Budget 2014 -2017**

<b>Total Project Cost</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Total</b>
Good Practice Officer f/t salary incl 15% oncosts	28,750	29,613	30,498	88,861
Marketing & Brokerage Officer (21 hrs) salary incl 15% oncosts	17,250	17,768	18,299	53,317
Staff training and expenses x 2 workers	2,220	2,287	2,356	6,863
Management fee	6,304	6,209	6,552	19,065
Office costs x 2 workers	7,000	7,210	7,426	21,636
Volunteer expenses x 4 project volunteers	1,650	1,700	1,752	5,102
2 forums for volunteer involving groups	860	870	878	2,608
6 training & development events for volunteer involving groups	2,460	2,485	2,510	7,455
PQASSO accreditation and resources	150	150	1,800	2,100
<b>Total</b>	<b>66,644</b>	<b>68,292</b>	<b>72,071</b>	<b>207,007</b>
<b>What income has already been raised?</b>				
Please list amounts and main sources				
LB Hounslow (core funding)	21,296	21,936	22,593	65,825
<b>Funding requested</b>				
<b>Expenditure heading:</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Total</b>
Good Practice Officer f/t salary inc 15% on costs	28,750	29,613	30,498	88,861
Staff training and expenses	1,110	1,143	1,176	3,429
Management fee	4,198	4,317	4,600	13,115
Office costs	7,000	7,210	7,426	21,636
Volunteer expenses x 4 project volunteers	1,650	1,700	1,752	5,103
2 Forums for VIO's	860	870	878	2,607
6 training & development events for VIO's	2,460	2,485	2,510	7,455
PQASSO accreditation and resources	150	150	1,800	2,100
<b>Total project cost requested</b>	<b>46,178</b>	<b>47,488</b>	<b>50,640</b>	<b>144,306</b>