

# **Havering ChangeUp – Havering VCOs Support Needs Mapping Report**

## **Support Needs of The Voluntary & Community Sector in Havering**

A research report mapping the Voluntary and Community Sector in the London Borough of Havering in relation to the ChangeUp strands of Performance Improvement, Workforce Development, Governance and Financing Voluntary and Community Sector Activity

**Gabrielle Forster-Still, Bev Meldrum and Jenny Wills**  
**March 2006**

**Commissioned by the Havering ChangeUp Steering Consortium**

## **Havering ChangeUp – Havering VCOs Support Needs Mapping Report**

### ***Executive Summary***

The ChangeUp Infrastructure Framework is the Government's response to the need to build the capacity of the Voluntary and Community Sector through underpinning the support offered to frontline organisations<sup>1</sup>. The investment is available for second tier support organisations with the initial focus in many areas being on reviews of current provision, mapping of provision and need, and the development of area-based business and strategic plans.

This report is the result of research commissioned by the Havering ChangeUp Consortium to find out from the Voluntary and Community Sector organisations in the borough what current and future support they are looking for from Local Infrastructure Organisations, so that they could develop services over the coming years to meet those needs. The sample identified for this research was chosen from the membership database of the Havering Association of Voluntary and Community Organisations (HAVCO), which also includes the details of non-members within the borough. Of the 200 organisations in the sample group, 81 responded, providing a 40% response rate.

The report concluded that the Local Infrastructure Organisations are serving very different types of organisations under the wider umbrella of the Voluntary and Community Sector organisations in the borough. Organisations range from small volunteer-led organisations not considering significant development to medium-sized organisations with more than 50 paid staff. Services need to be developed to meet the differing needs of these organisations.

The report raised a number of issues that the Local Infrastructure Organisations can address in their long-term infrastructure development plan. The high incidence of organisations remaining unincorporated offers the opportunity to educate organisations on the benefits of limited liability. Where good practice and performance improvement tools are being used in the sector, this can be promoted across the borough, using local organisations as champions to encourage others to improve their own organisations. Where training is being requested even though it is already available this can indicate a continued demand; however with such a high number of small volunteer-led organisations in the borough a significant number will either not require access to such services or will need encouragement to see its benefits. Opportunities to subsidise training and encouraging organisations to include training budgets in their funding applications should be created.

The Voluntary and Community Sector in the borough is sustained through a significant volunteer workforce. A strategic approach is needed to encourage younger and more diverse volunteers, particularly at Board level. As Voluntary and Community Sector organisations become more complex a greater variety of skills is needed at Board level. Organisations are requesting support with all areas of governance and local

---

<sup>1</sup> ChangeUp: Capacity Building and Infrastructure Framework for the Voluntary and Community Sector, Home Office (2004), p.7

## **Havering ChangeUp – Havering VCOs Support Needs Mapping Report**

infrastructure organisations are in a strong position to lead on this through attracting new volunteers with specific skills and providing appropriate training.

There is a need for further support for all types of organisations around financial issues. Few organisations in the sample identified that they had accessed support from Accounting for Community Enterprises (ACE) the local community accountancy service, indicating there may be a significant demand for their services. The key area requiring support in the coming years will be in supporting organisations as their grant funding is replaced with a competitive tendering process. Few organisations have been proactive around the impact these changes will bring.

The number of BME organisations interviewed was small reflecting the relatively small number of such organisations in the borough and further research into the specific needs of BME organisations is needed, however within this more generalised research BME organisations seemed more likely to engage with infrastructure organisations and the support that is offered than other organisations.

The Havering ChangeUp Steering Consortium will now use the data collected in all of the pieces of work they have commissioned to date to improve their plan for infrastructure development of the sector by 2014. A clear strategic approach will ensure that the needs of the different types of organisations are met. It is recognised that services will need to operate at a number of different levels.

Further research into why some organisations are not accessing the support provided by the infrastructure organisations would provide a better understanding of how to effectively market services to all of the client groups to improve take-up. It may be that as some of the services have only been offered recently as the CVS (HAVCO) has only been operating since 2001, that awareness of the newer services has not spread locally.

The next step is for the Local Infrastructure Organisations in the borough to undertake an independent assessment of the services that they already offer in light of the needs identified by the sector. The mapping of their own services will need to focus on how service provision mirrors the need for the services, the quality of services and the impact of services on the organisations themselves.

They will also need to consider how they themselves will aim to become financially sustainable in the future. As the funding culture is changing in a move towards competitive tendering for frontline organisations, local infrastructure organisations may expect similar changes to their own funding arrangements. Their financial security is crucially linked to the support they can offer to local VCS.

It is hoped that the launch of these research reports will raise the profile of the ChangeUp process in Havering, encourage further consultation with the sector and further open up the management of the process to ensure that the diversity of the sector is represented. Through this research the Voluntary and Community Sector in the London Borough of Havering have identified some of their support needs and it is now the task of the ChangeUp Steering Consortium to ensure that those needs are met by sustainable Local Infrastructure Organisations who offer efficient, excellent and accessible services to all organisations in the borough.

# Havering ChangeUp – Havering VCOs Support Needs Mapping Report

## Index

<b>Executive Summary</b>	<b>2 - 3</b>
<b>1. Introduction</b>	<b>5 - 9</b>
1.1 <i>ChangeUp Infrastructure Framework</i>	5 - 8
1.2 <i>Havering ChangeUp Consortium</i>	9
1.3 <i>Research Report</i>	9
<b>2. Research Methodology</b>	<b>10</b>
<b>3. Research Results</b>	<b>11 - 30</b>
3.1 <i>General Questions</i>	11 - 15
3.2 <i>Developing a Highly Effective Workforce</i>	15 - 17
3.3 <i>Governance</i>	18 - 20
3.4 <i>Financing Voluntary and Community Sector Activity</i>	21 - 27
3.5 <i>Performance Improvement</i>	27 – 29
<i>BME Organisations</i>	29 - 30
<b>4. Analysis of Findings</b>	<b>31 - 41</b>
4.1 <i>General Questions</i>	31- 34
4.2 <i>Developing a Highly Effective Workforce</i>	35 - 36
4.3 <i>Governance</i>	36 - 37
4.4 <i>Financing Voluntary and Community Sector Activity</i>	37 - 39
4.5 <i>Performance Improvement</i>	39 - 40
4.6 <i>BME Organisations</i>	40 - 41
<b>5. Conclusion</b>	<b>42 - 48</b>
5.1 <i>General Questions</i>	42 - 43
5.2 <i>Developing a Highly Effective Workforce</i>	43
5.3 <i>Governance</i>	44
5.4 <i>Financing Voluntary and Community Sector Activity</i>	44 - 45
5.5 <i>Performance Improvement</i>	45
5.6 <i>BME Organisations</i>	46
5.7 <i>Next Steps</i>	46 - 47
<b>Appendix</b>	<b>48 - 54</b>

# **Havering ChangeUp – Havering VCOs Support Needs Mapping Report**

## **1. Introduction**

This report is the result of research commissioned by the Havering ChangeUp Consortium under the Performance Improvement, Developing a Highly Effective Workforce and Governance strands of the ChangeUp Infrastructure Development Framework. It also covers some issues within Financing Voluntary and Community Sector Activity; however the Consortium commissioned a separate piece of work to address this strand and in particular social enterprise support within the borough.

The research consists of responses from Voluntary and Community Sector organisations within the London Borough of Havering and represents some of their support needs. By understanding these needs the Local Infrastructure Organisations can adapt existing services and be informed as to how to develop their services over the next ten years and meet the high-level objectives of the ChangeUp Infrastructure Development Framework.

Alongside this report sits a report to support the volunteering infrastructure in the borough, a report on the finance and economic sustainability offered by the social enterprise model, a pilot project offering ICT support which gathered data on the type and level of service need and a small pilot project offering legal and employment advice. The Havering Change Up Consortium have also been represented on the East London Change Up Consortium and have provided supporting evidence of the local need for support with Criminal Records Bureau checks, Community Accountancy services, Payroll, ICT support, Workforce Development, Employment Advice, Legal Advice, and support for BME groups.

### **1.1 ChangeUp Infrastructure Framework**

The ChangeUp Infrastructure Framework is the Government's response to the need to build the capacity of the Voluntary and Community Sector through underpinning the support offered to frontline organisations<sup>2</sup>. The Government has made £80 million available until March 2006, with a further £70 million to run until March 2008. It is proposed that further funds will become available after that time.

The investment is available for second tier support organisations; each regional, sub-regional and local area have been required to put together a Consortium to identify the specific capacity needs within their area and to decide how to use the investment to meet the overall aim of ChangeUp. The initial focus in many areas has been on reviews of current provision, mapping of provision and need, and the development of area-based business and strategic plans.

---

<sup>2</sup> ChangeUp: Capacity Building and Infrastructure Framework for the Voluntary and Community Sector, Home Office (2004), p.7

## Havering ChangeUp – Havering VCOs Support Needs Mapping Report

The ChangeUp framework sets out a ten year vision to improve the infrastructure of the Voluntary and Community sector. The high level objective is described as follows:

“This Framework sets out a bold but achievable aim – that by 2014 the needs of frontline voluntary and community organisations will be met by support which is available nationwide, structured for maximum efficiency, offering excellent provision which is accessible to all while reflecting and promoting diversity, and is sustainably funded.”<sup>3</sup>

The framework outlines the basic support structure the Government expects to be offered by infrastructure organisations by 2014. It has identified six strategic priorities or strands that are key to the development of the infrastructure of the sector. These are:

- Performance Improvement
- Developing a Highly Effective Workforce
- ICT
- Governance
- Financing the Voluntary and Community Sector
- Recruiting and Developing Volunteers

The ICT, Recruiting and Developing Volunteers and much of the Financing the Voluntary and Community Sector strands are addressed in other pieces of work commissioned by the Havering ChangeUp Consortium. As such this report focuses on the remaining three strands; however some elements of finance are also included in this report.

The first of the ChangeUp strands is that of Performance Improvement. The high level objective set for this strand is that by 2014:

“Frontline organisations are better able to improve the performance of their organisations, make choices about which tools are right for them and easily access support and advice.”<sup>4</sup>

ChangeUp identifies the first step towards organisations improving is identifying areas for growth and development. However, it also highlights obstacles that voluntary and community sector organisations face when looking to improve. It lists these as being:

- short-term funding discouraging a strategic approach
- complicated and expensive measurement tools
- seeming disinterest of funders in financing performance improvement measures
- concern about funders and regulators imposing quality requirements<sup>5</sup>

---

<sup>3</sup> ChangeUp: Capacity Building and Infrastructure Framework for the Voluntary and Community Sector, Home Office (2004), p.7

<sup>4</sup> *ibid*, p.23

## Havering ChangeUp – Havering VCOs Support Needs Mapping Report

The national hub for performance improvement which has been established is tasked with the job of creating a systematic approach to the use of performance improvement tools in the sector.<sup>6</sup> Locally, ChangeUp recognises that many organisations request face-to-face support with implementing such tools; however such support can prove to be too expensive.

The other area covered by this particular strand is that of outcome funding. The Charities Evaluation Service is currently heading up an outcome measurement project which is aiming to increase the understanding in the sector of performance improvement.

The second strand of ChangeUp to be addressed in this research is that of Developing a Highly Effective Workforce. The high level objective set for this strand is:

“There is a greater range of accessible development opportunities with increase take-up of learning opportunities by voluntary and community sector workers. Employers have improved access to support and advice on Human Resource issues.”<sup>7</sup>

ChangeUp recognised that many organisations did not recognise a need to invest in staff and volunteer development and securing funding was often problematic. They also identified a lack of understanding of the specific needs of the sector by many training providers and that much training and development is still only available in traditional formal formats and its availability varies geographically. ChangeUp also highlighted the skills gap in generic skills including management, leadership and planning.<sup>8</sup>

ChangeUp is asking for affordable and accessible guidance and support, in particular aimed at the smaller and medium-sized organisations. They would like to see more flexible approaches to development including mentoring, action learning and secondment opportunities. Infrastructure organisations would be expected to encourage frontline organisations to increase their own investment into staff and volunteer development, ensuring that any costs are allocated using a full-cost recovery model. A local clearing house matching local organisations with private and public sector employees would be established to grow a mentoring programme for the sector.<sup>9</sup>

---

<sup>5</sup> *ibid*, p.23

<sup>6</sup> ChangeUp: Capacity Building and Infrastructure Framework for the Voluntary and Community Sector, Home Office (2004), p.24

<sup>7</sup> *ibid*, p.27

<sup>8</sup> *ibid*, p.27-28

<sup>9</sup> *ibid*, p.29

## Havering ChangeUp – Havering VCOs Support Needs Mapping Report

The third ChangeUp strand is Governance and the high-level objective set for infrastructure organisations to achieve by 2014 is:

“Board Members are aware of their responsibilities and good practice and have access to accurate and helpful information and development. Being a trustee is more attractive and boards are more diverse, better reflecting the communities they serve.”

A good, strong and accountable leadership within an organisation is crucial to its growth and development. Governance in the voluntary and community sector often struggles with a number of factors, as identified in the ChangeUp Infrastructure Development Framework:

- Board Membership not seen as an attractive
- not attracting a diverse and skilled membership
- personal liability deterring potential Board Members
- not understanding ‘good governance’
- boards spending too much time on day-to-day issues rather than strategy
- little understanding of the training and support needs at different stages of development
- shortage of good quality, easily accessible advice on governance
- unwillingness of funders to invest in board development<sup>10</sup>

The new set of standards and competencies for Governance will address many of these issues and will be supported by the national hub for Governance, hosted by NCVO.

The final ChangeUp strand addressed in this piece of research is that of Financing Voluntary and Community Sector Activity. Infrastructure organisations will be expected to achieve the following high-level objective by 2014:

“Frontline organisations are able to take advantage of opportunities to diversify their income sources and demonstrate increased skill in contract negotiation and better standards in more effective fundraising.”<sup>11</sup>

Much of this strand is covered in a separate piece of work undertaken by the Social Economy Support Unit on behalf of the Consortium. This report looks at the additional issues not covered by this other work. In particular, ChangeUp identified skills gaps in fundraising and a need to encourage good practice across all fundraising activity. ChangeUp also identified assets as key to achieving financial self-sustainability and is keen to see these used effectively.<sup>12</sup>

---

<sup>10</sup> ChangeUp: Capacity Building and Infrastructure Framework for the Voluntary and Community Sector, Home Office (2004), p.33

<sup>11</sup> *ibid*, p.40

<sup>12</sup> *ibid*, p.42

## **Havering ChangeUp – Havering VCOs Support Needs Mapping Report**

### **1.2 Havering ChangeUp Consortium**

A Consortium to lead on the implementation of the ChangeUp Infrastructure Development Framework was established in March 2005. Since that time it has met on a regular basis and commissioned a number of pieces of work as part of its commitment to achieve the high level objective set by ChangeUp at a local level.

In September 2005 the Consortium submitted the Havering ChangeUp Infrastructure Development Plan to the London Development Agency after consultation with the Voluntary and Community Sector in the borough. The plan outlined the work that was to be commissioned as part of this first year of ChangeUp. It also set out the aims and objectives set by the Consortium for improving the capacity of the local infrastructure by 2014.

The current organisations serving on the Consortium, on behalf of the sector, can be found in the table below:

<b>Name</b>	<b>Title</b>	<b>Organisation</b>
<b>Heather Ball</b>	Borough Director	Havering Citizens Advice Bureau (CAB)
<b>Marie Edgar</b>	Director	Volunteering Community Action Havering (VCAH)
<b>Kim Guest</b>	Chief Executive	Havering Association of Voluntary and Community Organisations (HAVCO)
<b>Paul Kennard</b>	Corporate Affairs Manager	Havering Primary Care Trust (PCT)
<b>Amanda Lewsey</b>	Project Manager	Social Economy Support Unit (SESU)
<b>Joyce Tapper</b>	Community Regeneration Manager	London Borough of Havering

### **1.3 Research Report**

The report is divided into four sections. The first section outlines the research methodology used and the changes made to it during the research process. The second section details the results of the research question by question. The third section presents an analysis of the research. The final section summarises the conclusions drawn from the research and makes recommendations for further action.

## **Havering ChangeUp – Havering VCOs Support Needs Mapping Report**

### **2. *Research Methodology***

The sample identified for this research was chosen from the membership database of HAVCO, which also includes the details of non-members within the borough. The ChangeUp Consortium requested that 50% of the sample were members of HAVCO and 50% were not in order to achieve a balanced sample. The original sample was to be 200 organisations.

The data to be collected was to reflect the different focuses of the four strands of ChangeUp that were included under this contract as well as gather more general data on the organisations interviewed.

A structured questionnaire was chosen as the research methodology, being undertaken over the telephone. This was identified as an approach that would yield a higher response rate than a postal questionnaire. The questionnaire was designed with the support and agreement of the Consortium.

The questionnaire collected data on the following areas:

- general questions about the organisations
- support required with workforce development issues
- policies and procedures
- training and development for staff and volunteers
- make-up of the management board
- issues faced by organisations in relation to governance
- support required around governance issues
- fundraising
- financial procedures
- income generating activities
- asset development
- performance improvement tools
- strategic planning issues

Of the 200 organisations in the sample group, 81 responded, providing a 40% response rate.

After the draft report was presented to the Consortium they requested that the data be classified by the 'type' of voluntary and community organisation. In particular, this classification was designed to identify and track the responses of the Black and Minority Ethnic organisations in the London Borough of Havering.

## Havering ChangeUp – Havering VCOs Support Needs Mapping Report

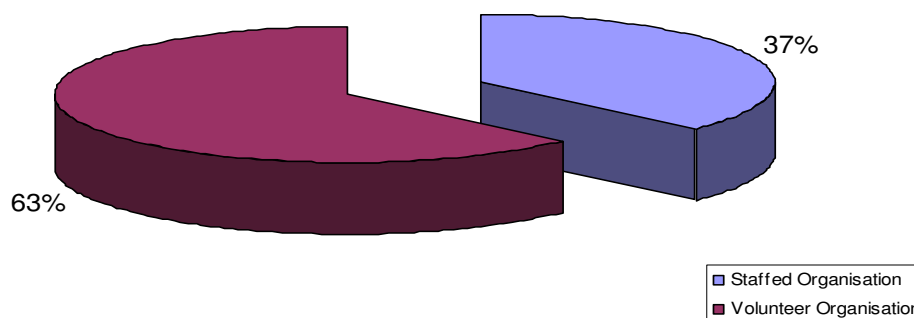
### 3. Research Results

This section of the report introduces the results of the research as outlined in the research methodology (section 2). The questions have been grouped according to their ChangeUp 'strand' and a general section of questions is included as the first section.

#### 3.1 General Questions

Of the original sample of 200 organisations 81 questionnaires were completed; giving a 40% response rate. Of the organisations who responded 51 had no paid staff (63%) and relied purely on volunteer labour. The remaining 30 organisations that do have paid staff make up 37% of the interviewed organisations. Those organisations without any paid staff will be referred to as 'volunteer organisations' throughout this report; whilst those with staff will be called 'staffed organisations'.

The graph below shows the split between 'Volunteer Organisations' and 'Staffed Organisations'.



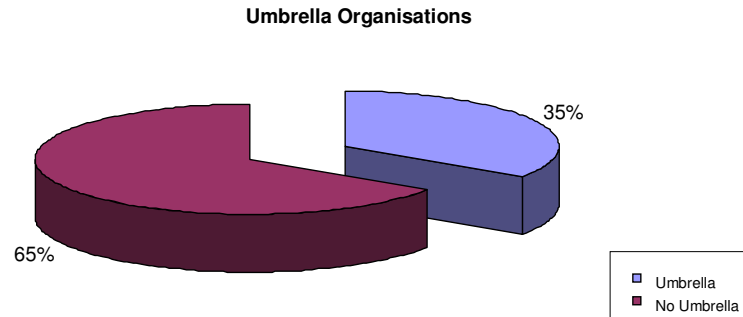
**Graph 1 - Type of Organisation**

Of those organisations that responded to the questionnaires less than 10% were not members of HAVCO; despite the way that the sample was chosen. The classifications used by HAVCO for voluntary and community sector organisations are listed here with the breakdown of those interviewed identified in brackets: animal (1%), arts (4%), BME (5%), disability (3%), faith (6%), health (16%), older persons (6%), sports and leisure (5%) and young people and children (5%). There are two additional classifications which are 'other' for classified organisations that do not fit into the above categories and 'unclassified' for those organisations that for one reason or not have not been classified. The remaining 49% were recorded as unclassified.

Of the BME groups, which this research has been asked to highlight, 4 organisations out of the 10 included in the entire sample were interviewed.

## Havering ChangeUp – Havering VCOs Support Needs Mapping Report

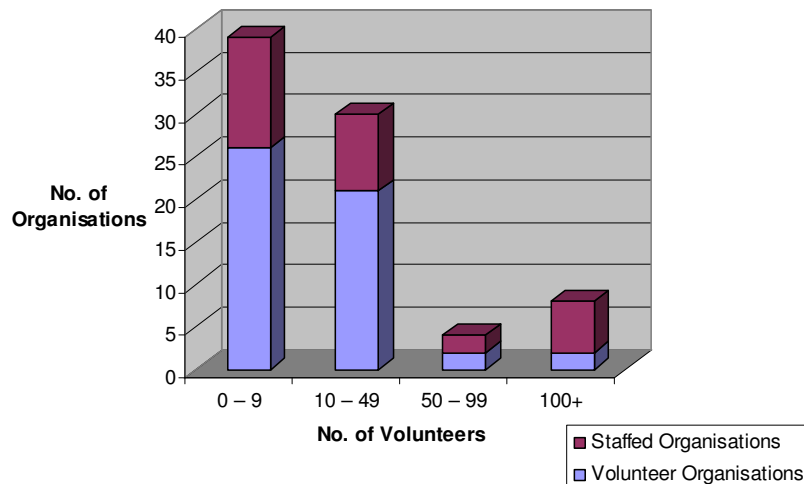
When asked about their membership of a national body or sector-specific umbrella organisation, 28 organisations (35%) stated they had joined the relevant second-tier organisation. The graph below shows those organisations that were members of an umbrella body.



**Graph 2 – Member of an Umbrella Body**

The organisations in the London Borough of Havering that were interviewed had a total of 2,598 volunteers between them. If that was averaged out each organisation would have over 30 volunteers working on its behalf. The reality is somewhat different with just under half of the organisations having less than 10 volunteers (48%) and just 8 organisations sharing between them 20% of the volunteer workforce. Four of the 'Staffed Organisations' reported having no volunteers supporting them although it is likely that their Board is made up of volunteers.

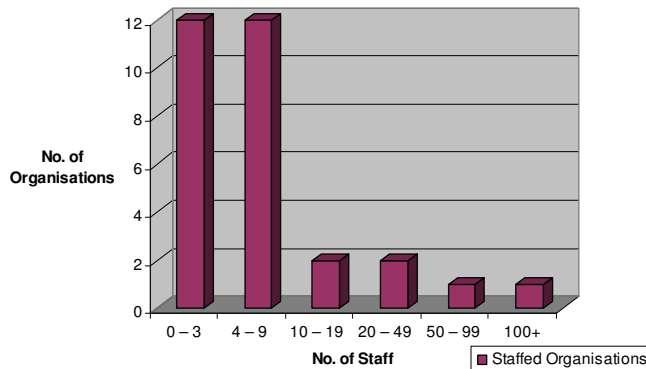
The graph below shows the breakdown of the number of volunteers in the different organisations. It also highlights which of these organisations are volunteer led and which are staffed organisations.



**Graph 3 – Number of Volunteers**

## Havering ChangeUp – Havering VCOs Support Needs Mapping Report

Of the organisations that are employers 80% have fewer than 10 paid staff. One organisation employs between 50 and 100 staff and one over a hundred staff. The graph below shows the breakdown of the staffing levels in the organisations.



**Graph 4 – Number of Staff**

Of these organisations 43% would be considered, in relation to business support services, to be Micro Enterprises with less than 5 paid staff. The remaining 17 organisations would be considered to be SME's (Small and Medium Enterprises) having less than 250 staff.

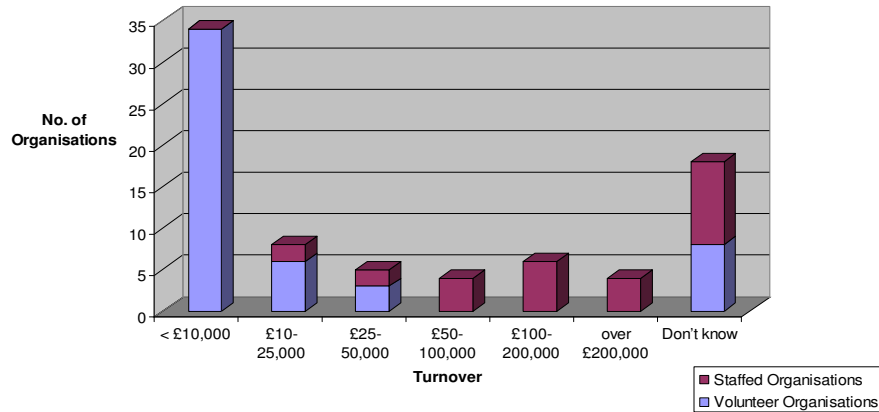
Amongst those organisations that currently do not have any paid staff 8 are looking to expand in the future enough to necessitate taking on at least one paid member of staff. The remaining 84% are planning to stay at their current level of activity and not develop their activities significantly.

Within staffed organisations however, 90% reported that they were planning to significantly expand their activities over the next five to ten years. A number of interviewees stated that whilst in theory they want to develop the work that they do, they were concerned about a lack of finances available to support this.

When asked about their annual turnover 42% of the organisations stated they had an annual turnover of less than £10,000. There were 18 organisations that did not know what their annual turnover was at the current time. They stated that the finances were held by another volunteer or member of staff and they did not have access to the information. Of those organisations that reported they did not know their annual turnover, 8 were volunteer organisations and 10 were staffed organisations.

The graph on the following page shows the breakdown of the annual turnovers of the organisations that were interviewed.

## Havering ChangeUp – Havering VCOs Support Needs Mapping Report

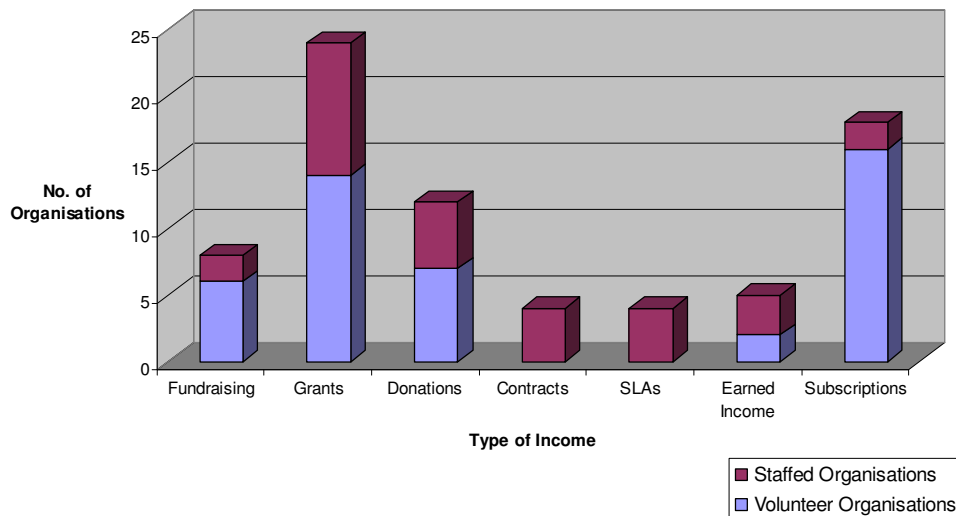


**Graph 5 – Annual Turnover**

The most common form of income for voluntary and community organisations in the borough is that of grant funding. This accounts for 30% of all income streams. The second most significant income stream for organisations is that of subscriptions, although this is mainly reserved for volunteer organisations with only two staffed organisations relying on this form of income.

Five organisations stated their main source of income as earned income: two of these were volunteer organisations and three had paid staff. Contracts and Service Level Agreements were the least likely form in income for organisations and were restricted to staffed organisations.

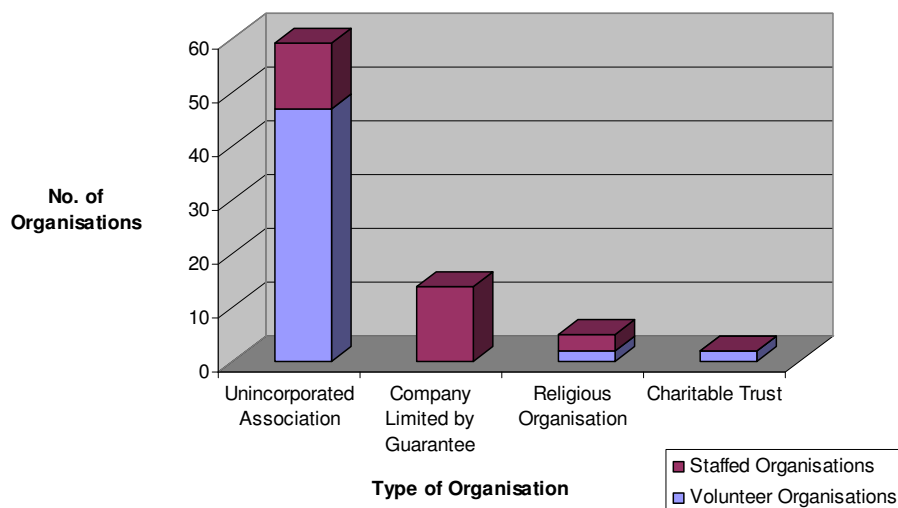
The graph below shows the sources of income for the organisations interviewed:



**Graph 6 – Sources of Income**

## Havering ChangeUp – Havering VCOs Support Needs Mapping Report

Over 70% of the organisations interviewed were legally recognised as Unincorporated Associations with no legal identity of their own or limited liability and protection for their Board Members. Only staffed organisations were registered as Companies Limited by Guarantee with 14 of the 30 staffed organisations setting up in this way. The research also recorded 5 religious organisations and 2 Charitable Trusts. The graph below outlines these results:



**Graph 7 – Legal Structures of Organisations**

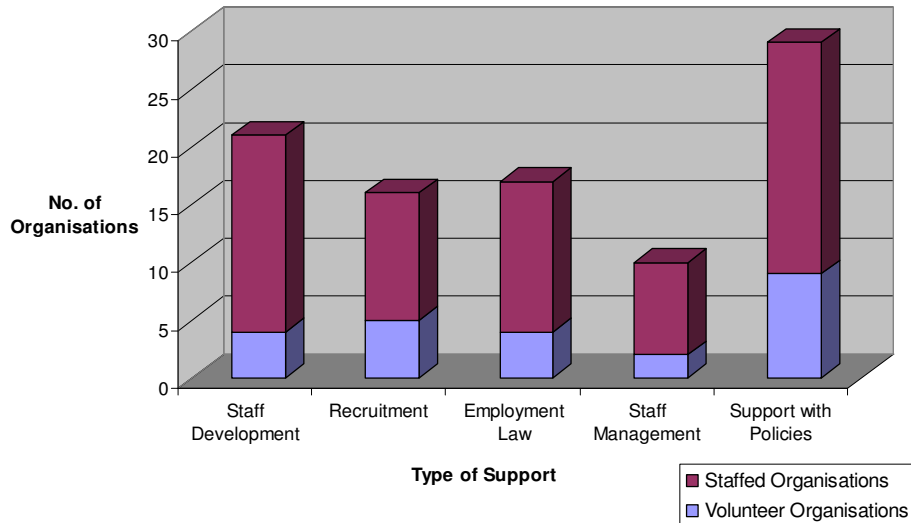
Of the organisations interviewed 58% were registered as charities. Over 80% of staffed organisations (25) were registered charities whereas only 40% of volunteer organisations had registered with the Charity Commission.

### **3.2 Developing a Highly Effective Workforce**

Of the organisations interviewed 44% had support with workforce development from the local infrastructure organisations. This included 13 volunteer organisations and 23 staffed organisations. The remaining 56% did not identify any support needs around workforce development within their organisations.

‘Support with Policies and Procedures’ was by far the most frequent request with 29 organisations asking for support in this area. Other areas where support was requested include staff development (21), recruitment (16), employment law (17) and staff management (10).

## Havering ChangeUp – Havering VCOs Support Needs Mapping Report

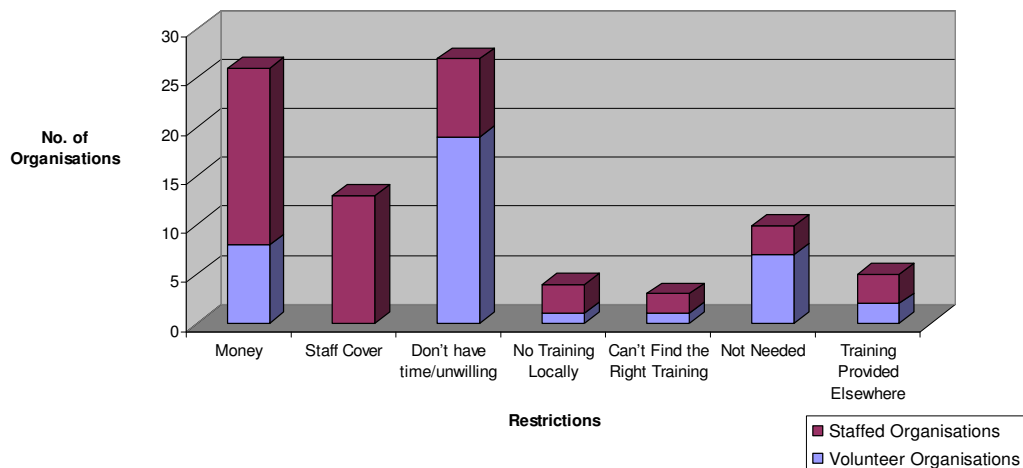


**Graph 8 – Support Required with Workforce Development**

When asked only 28% of the organisations had undertaken a skills analysis with their staff and volunteers and only 25% used training plans. Staffed organisations used these tools as infrequently as volunteer organisations.

When asked questions relating to sending their staff and volunteers on training courses, 50% of the volunteer organisations felt that this was an issue that was not relevant to them. Only 2 of the staffed organisations opted not to answer this question.

The questions focused on barriers organisations faced when considering sending staff and volunteers on training. The responses that were collected indicated that available finance to cover the cost of training and an unwillingness or lack of time to attend on behalf of the member of staff or volunteer were identified as being the two main issues. The graph below shows the breakdown of the responses:

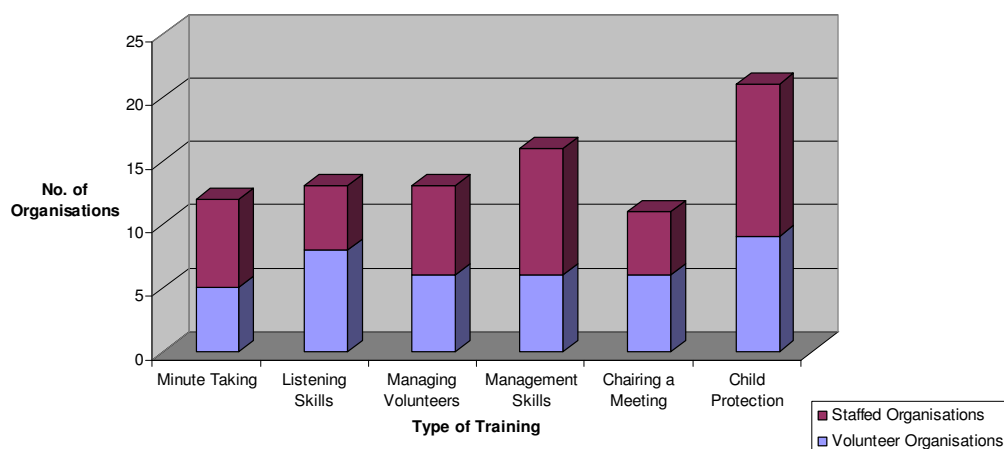


**Graph 9 – Barriers to Accessing Training**

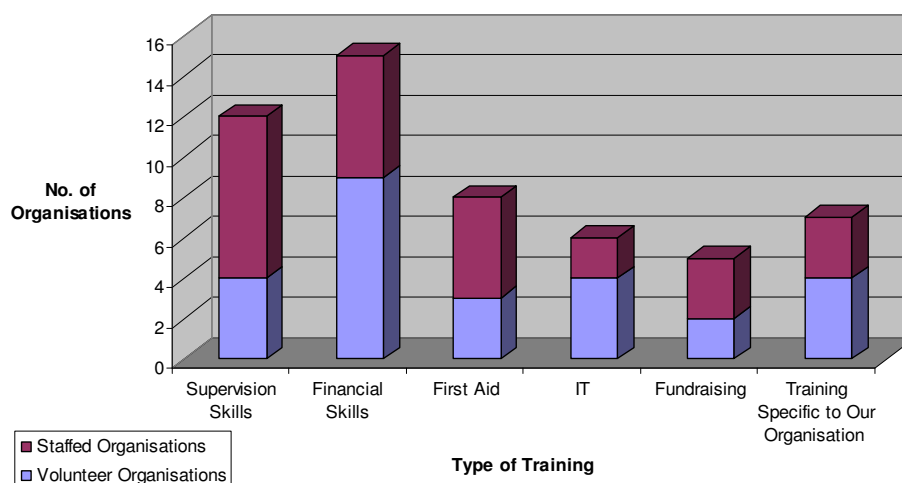
## Havering ChangeUp – Havering VCOs Support Needs Mapping Report

The staffed organisations also highlighted providing staff cover as an issue when booking staff on training courses. Ten organisations felt that their staff and volunteers did not need to attend any training courses and a further 5 organisations received their training from alternative organisations, generally this was training provided by their umbrella body.

The most requested form of training was Child Protection, with Management Skills and Financial Skills also scoring highly. The least requested form of training was fundraising and IT skills. Seven organisations also required training for their staff and volunteers that was specific to the type of service they offered. The graphs below summarise the responses;



**Graph 10a – Types of Training Required**



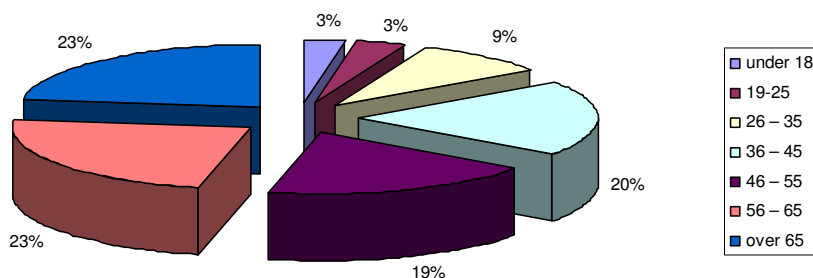
**Graph 10b – Types of Training**

## Havering ChangeUp – Havering VCOs Support Needs Mapping Report

### 3.3 Governance

There are 525 Board Members serving in the 81 organisations that took part in this research; on average 9 Board Members per organisation. This of course, does not include the 15 organisations in the borough that do not have a local board.

The graph below shows the breakdown of the ages of Board Members:



**Graph 11 – Age of Board Members**

There are few Board Members under the age of 35 (just 15%), with only five organisations having Board Members under the age of 18. Nearly 50% of Board Members in both staffed organisations and volunteer organisations are over the age of 55. However, staffed organisations have nearly double the number of Board Members in the 26 – 34 and 45 – 55 age groups than volunteer organisations.

When asked about the ethnicity of their Board Members 12 organisations opted to not answer the question. A total of 93% of Board Members of the organisations researched would class themselves as White British and a further 1% as White Other (including White Irish). The organisation reported that 5% of Board Members as being Asian or British Asian. Finally, a further 1% of the Board Members refer to themselves as Black British. No-other ethnic groups exist in the data. This reflects fairly well the ethnicity of the borough which is 94.9% white<sup>13</sup>.

Board Members of Caribbean, Pakistani and Bangladeshi ethnicity are better represented in the voluntary and community organisations at board level than within the borough itself. The percentage of Board Members of Indian ethnicity across the borough reflects local resident statistics. However, there are very few Board Members of mixed ethnic origin or from other Asian, Asian British, Chinese or other ethnic group. These ethnic groups are under-represented in the sector in comparison to the population of Havering.

Out of the 69 organisations who answered this question, only 9 of them had any Board Members from ethnic groups other than White.

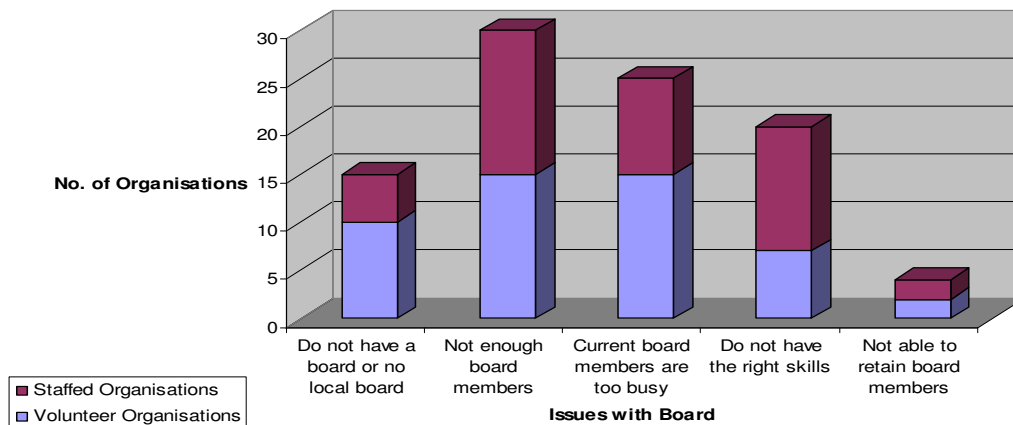
---

<sup>13</sup> National Statistics 2001

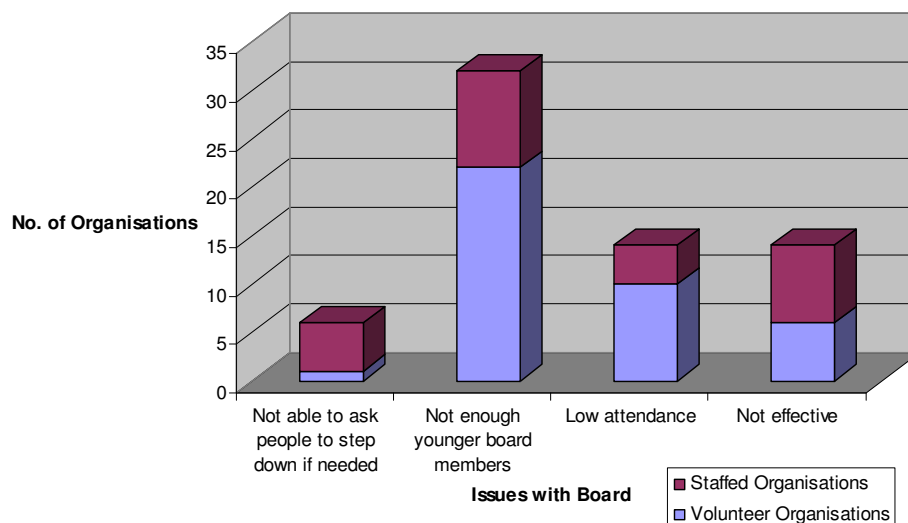
## Havering ChangeUp – Havering VCOs Support Needs Mapping Report

The organisations were asked about any issues they faced in dealing with their Board. Fifteen organisations interviewed stated that they either did not have a Board at all or they did not have a local board and that that level of decision making was done at a regional or national level.

The most common concerns of organisations were in relation to not having enough Board Members; and not being able to recruit younger Board Members. Organisations were also concerned that current Board Members were too busy to fully commit to their responsibilities within the organisation. Twenty organisations stated that they felt their board did not have the right skills for their role within the organisation. Four organisations found it difficult to retain Board Members and a further 6 organisations struggled with not being able to ask individuals to step down when they felt it was necessary.



Graph 12a – Issues With Boards



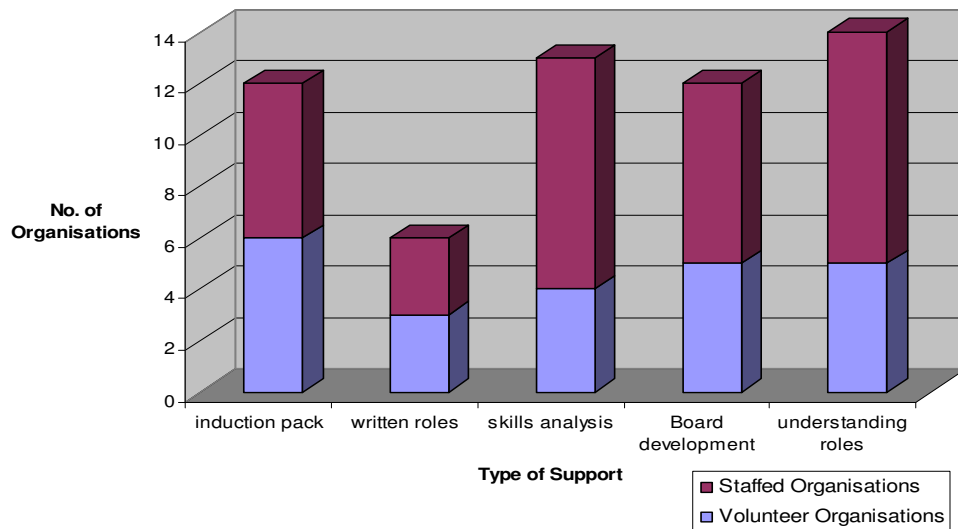
Graph 12b – Issues With Boards

## Havering ChangeUp – Havering VCOs Support Needs Mapping Report

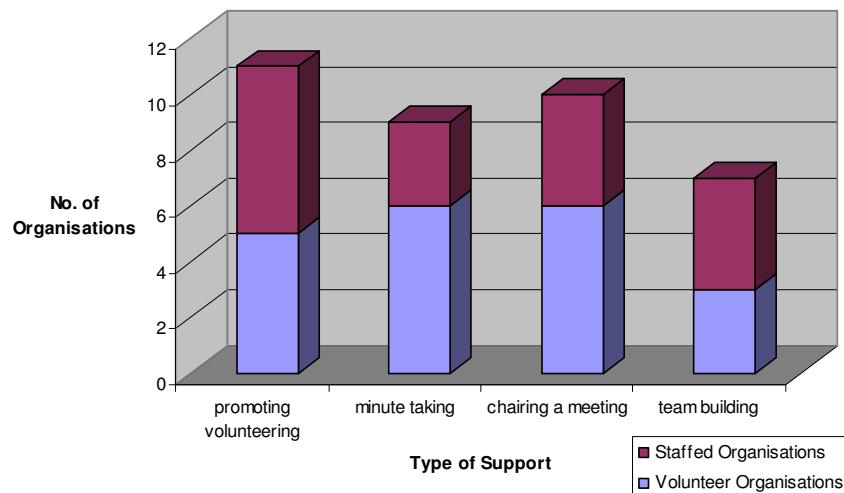
The organisations were also asked what support they might need in the future in relation to governance issues.

Fewer organisations felt they would need support with written roles and responsibilities (6) and teambuilding (7). The most common requests for support were with helping Board Members understanding their roles and responsibilities (14), skills analysis tools for use with Board Members (13), board development (12) and support with developing induction packs (12).

The graphs below show the results:



**Graph 13a – Support Required with Governance**



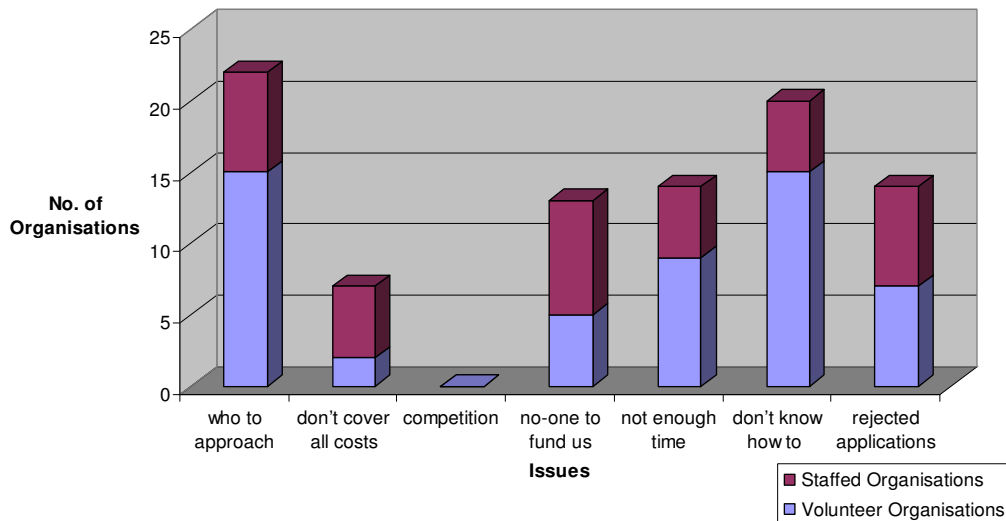
**Graph 13b – Support Required with Governance**

# Havering ChangeUp – Havering VCOs Support Needs Mapping Report

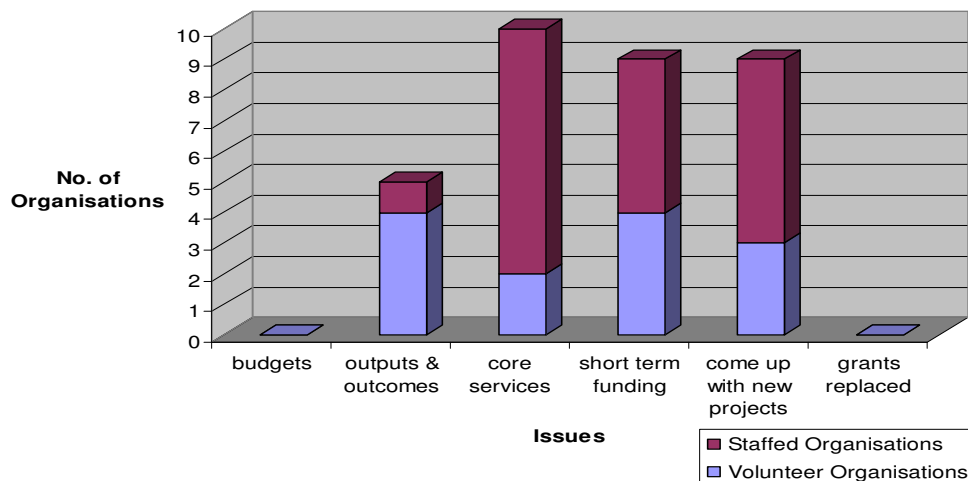
## 3.4 Financing Voluntary and Community Sector Activity

Organisations were asked what issues they faced in raising money for their organisation. The most common concerns were that they did not know who to approach for funding and that they did not know how to put together a funding application; 22 and 20 organisations respectively. These were concerns raised particularly by volunteer organisations although 7 staffed organisations stated they did not know who to approach for funding and a further 5 staffed organisations did not know how to put together a funding application together.

The graphs below show the breakdown of the organisations' responses:



**Graph 14a – Issues Faced in Raising Money**



**Graph 14b – Issues Faced in Raising Money**

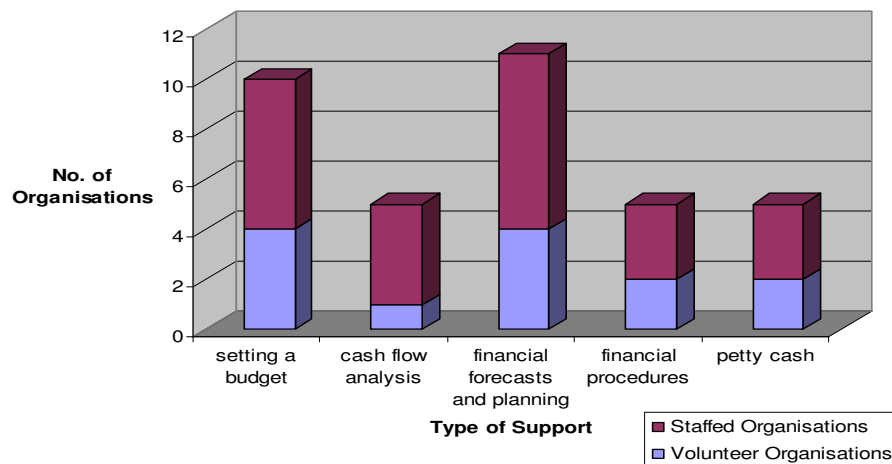
## Havering ChangeUp – Havering VCOs Support Needs Mapping Report

Time was also an issue with 14 organisations stating that they struggled with finding the time to put together an application. A further 14 organisations stated that their funding applications would usually be rejected by funders. Issues around funders not covering all the organisation's costs, including core costs, and the pressure to continually come up with new innovative projects was more of a concern for staffed organisations than volunteer organisations (19 and 7 organisations respectfully).

None of the organisations interviewed felt there was too much competition in terms of funding streams, or that they had problems with putting together budgets. Neither did any of the organisations state that their funding was being replaced by Service Level Agreements or they were being forced to tender for contracts to deliver services where previously these would have been funded.

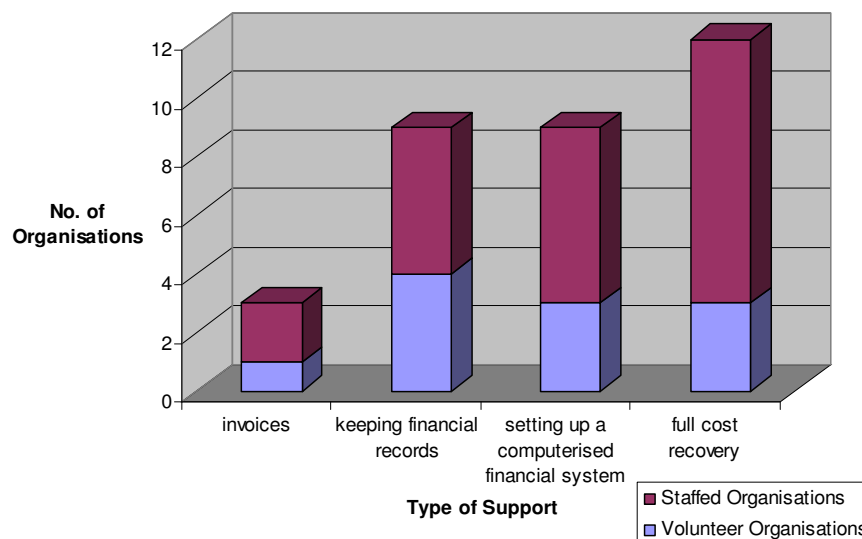
The organisations were asked what support they might require in the future with financial issues.

The graphs below and on the following page show the responses:



**Graph 15a – Support Required with Financial Issues**

## Havering ChangeUp – Havering VCOs Support Needs Mapping Report



**Graph 15b – Support Required with Financial Issues**

One third of the organisations interviewed required support with financial issues. Of the staffed organisation 58% asked for support, whilst only 17% of volunteer organisations responded positively to this question.

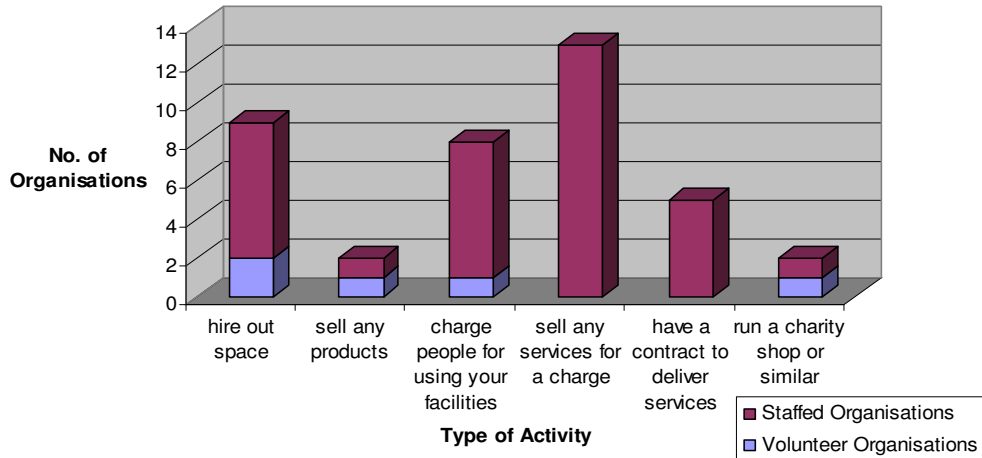
The most requests for support were with setting a budget (10), financial forecasting (11), full cost recovery systems (12) and keeping financial records both manually and on a computer system (9 and 9 respectively) . Other support that was asked for was with cash flow (5), financial procedures (5), petty cash (5) and invoices (3).

Nine organisations stated they had used the services of ACE, the borough's community accountancy service. All of these organisations had accessed ACE's training courses and had then gone on to use one of ACE's other services – one-to-one support, telephone support and the annual accounts service were the most popular. One organisation had used ACE's consultancy services; none of those organisations interviewed had used their email support service.

Nearly 50% of staffed organisations undertook some form of income generating activity. In comparison only 6% of volunteer organisations undertook similar activities.

The graph on the following page outlines the types of activities that the organisations are involved in:

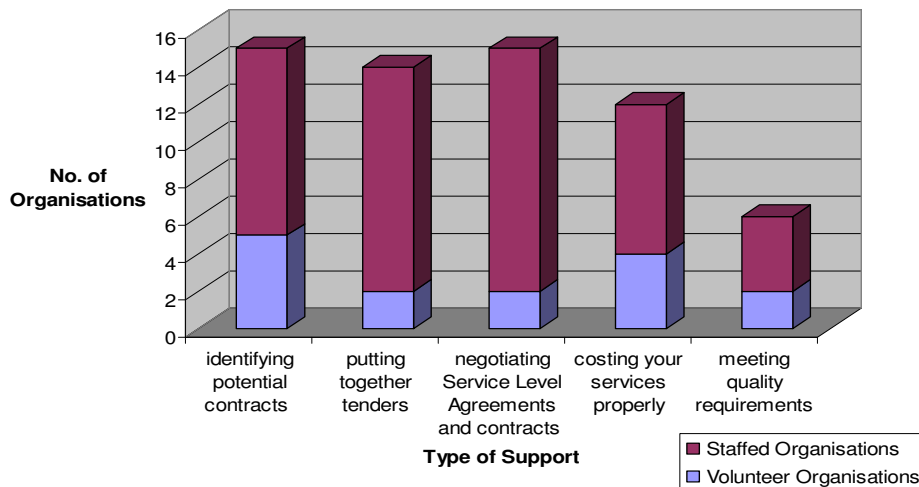
## Havering ChangeUp – Havering VCOs Support Needs Mapping Report



**Graph 16 – Income Generating Activities**

Two of the volunteer organisations hire out space, one sells products and one runs a charity shop. Of the staffed organisations the most common activity was selling a service (14 organisations). Seven staffed organisations hired out space and another 7 charged individuals and groups for using their facilities. Other organisations have contracts to deliver services, sell products and run a charity shop. Organisations were asked what support they would like in the future regarding income generating activities.

The graph below shows the responses:



**Graph 17 – Support Required for Income Generating Activities**

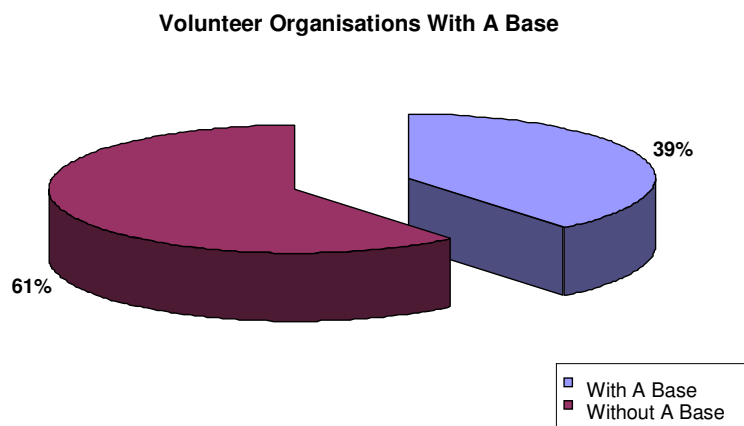
The issues around developing income generating activities, and in particular the support required, were more relevant to staffed organisations than volunteer organisations.

## Havering ChangeUp – Havering VCOs Support Needs Mapping Report

The support requested included identifying potential contracts (15), putting tender documents together (14), negotiating contracts (15) and costing services (12).

Staffed organisations in particular requested support with the contracting process and the costing of services. Fewer organisations (6), both staffed and volunteer, asked for support with meeting the quality requirements related to the contracting process.

Only three organisations requested support with alternative forms of finance. However, all three of these organisations were volunteer organisations and went on to state that they would not however be able to cope with any debt as an organisation.



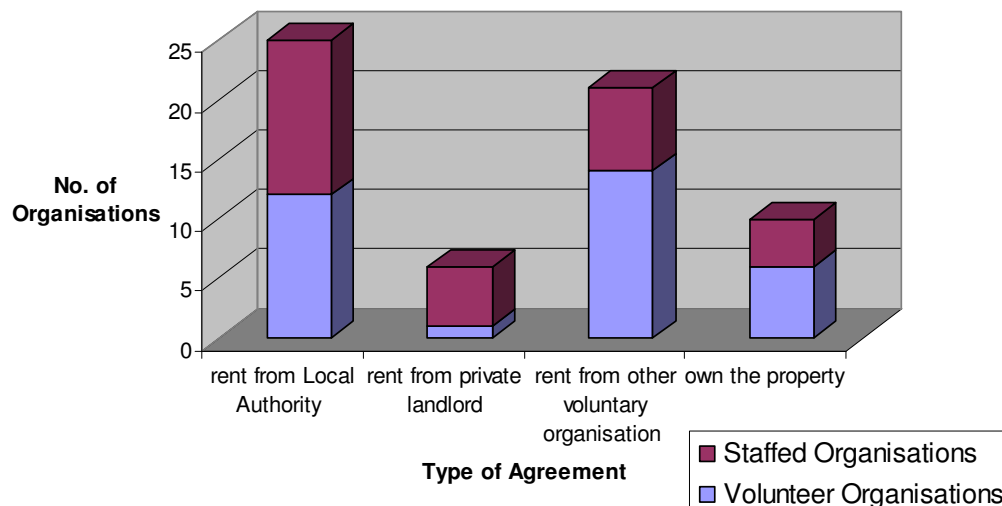
**Graph 18 – Organisations with a Regular Base**

The majority of organisations interviewed do not have their own base to operate from (61%) – that is one property that they always operate from, have their own storage space and use as their permanent address. Of those 58 organisations only 5 were looking to rent premises in the future.

The majority of organisations that use premises, including those that do not have a regular base from which to operate, rent either from the Local Authority (31%) or from other voluntary organisations (26%). Ten organisations, including 6 volunteer organisations owned their own property and a further 6 rented from a private landlord.

The graph on the following page shows the breakdown of the results:

## Havering ChangeUp – Havering VCOs Support Needs Mapping Report



**Graph 19 – Origin of Landlord**

Of those that pay some form of rent for their premises 26 pay a reduced rent and a further 14 pay the standard rental price. The remaining organisations are offered their premises free-of-charge.

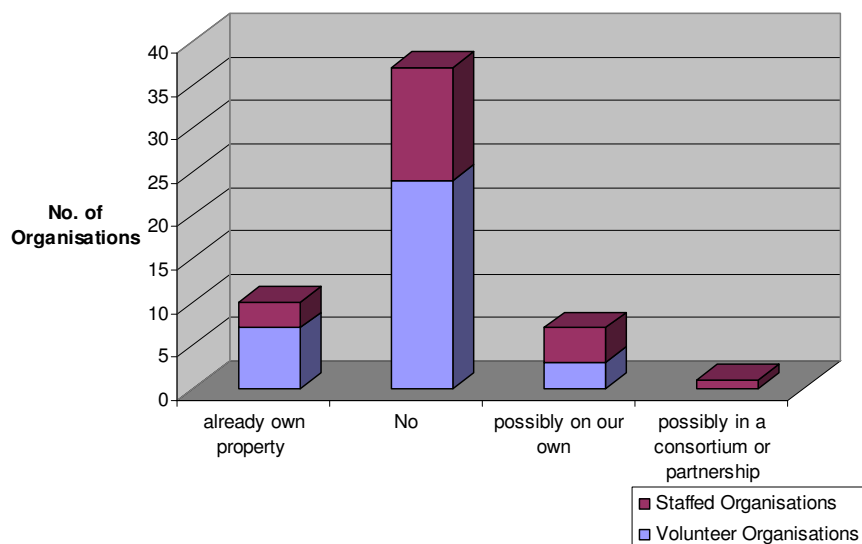
Very few of the organisations pay any form of business rates – with 1 organisation paying the full rate and 2 paying a reduced rate. The majority, 48 organisations responded that they did not pay any business rates and a further 30 organisations were unable to answer the questions due to a lack of information.

When asked about the possibility of their organisation buying a property in the future 67% stated they had no intention of buying property. A number of organisations interviewed stated that they already owned property (18%) and the remainder stated that they would consider it as an option either on their own (13%) or as part of a consortium (2%).

Those organisations looking to purchase property did not want to do so by taking out mortgage but stated that they would raise the necessary finance through fundraising, donations or grants.

The graph on the following page shows the breakdown in more detail:

## Havering ChangeUp – Havering VCOs Support Needs Mapping Report



**Graph 20 – Property Ownership**

### **3.5 Performance Improvement**

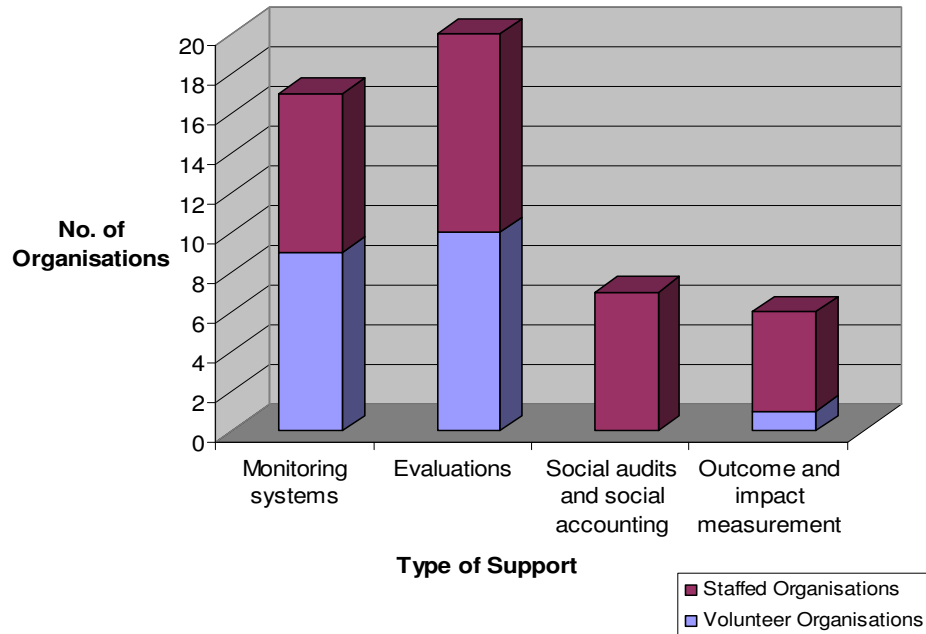
When asked about monitoring statistics within their organisation 90% of staffed organisations stated that they collected relevant statistics. In comparison only 45% of volunteer organisations monitored services through statistics.

The vast majority, of staffed organisations (93%) also collected and then acted upon any complaints received. Of the volunteer organisations 63% collected complaints. Smaller organisations reported that complaints were not made in a formal way but that if made they would be acted upon. A number of organisations indicated that whilst complaints would be dealt with in reality very few complaints were made about the work that they do.

When asked about support they might require in the future around performance improvement the organisations mainly requested input on evaluations (20) and monitoring systems (17). Further requests were made for support with social audits and social accounting (7) and outcome and impact measurement (6).

The graph on the following page represents the data collected:

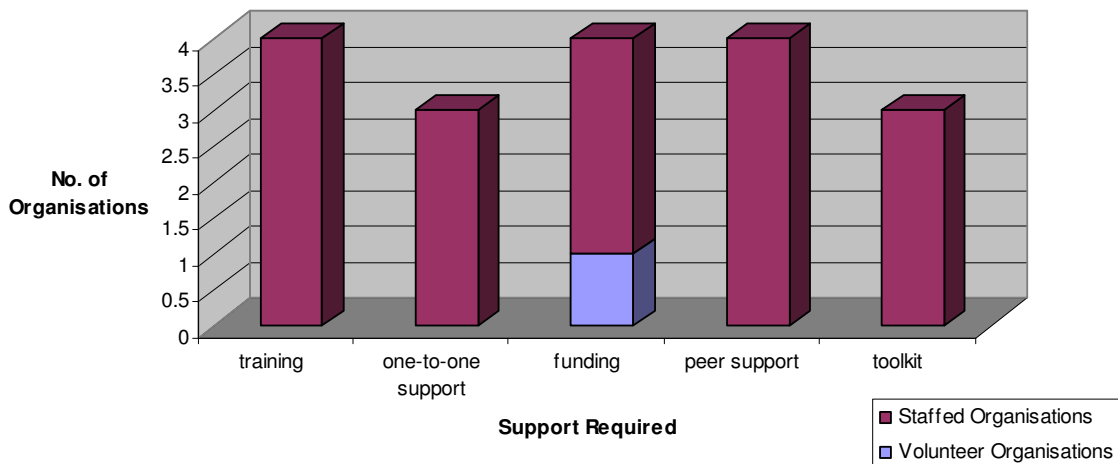
## Havering ChangeUp – Havering VCOs Support Needs Mapping Report



**Graph 21 – Support with Performance Improvement**

Of those organisations interviewed none stated that they had achieved a quality mark. However, two of the staffed organisations stated they were in the process of working towards Investors in People. One other volunteer organisation and one staffed organisation stated that Investors in People was something they may consider in the future.

Five staffed organisations and one volunteer organisation did request future support in implementing quality systems. The graph below shows the type of support organisations requested:

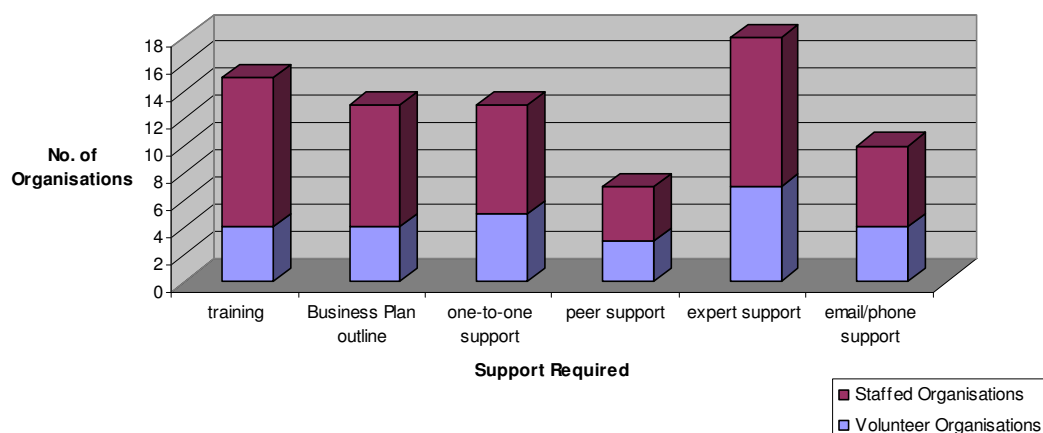


**Graph 22 – Support with Quality Marks**

## Having ChangeUp – Having VCOs Support Needs Mapping Report

All the staffed organisations who responded to this question about support they might require were keen for training to be provided in implementing quality systems and for some form of peer support. Funding to enable organisations to implement quality systems was also requested by four out of five of the organisations. Three organisations asked for one-to-one support and some form of toolkit.

The response for support with issues around strategic planning was higher. Sixteen staffed organisations and ten volunteer organisations asked for support. The graph summarises the type of support organisations were requesting:



**Graph 23 – Support with Strategic Planning**

Organisations were particularly interested in having access to an expert who would check over draft business and strategic plans and make comments (18). Fifteen organisations also requested training in Business Planning and a further 13 organisations would like to be able to work to an appropriate Business Plan Outline. The same number of organisations would like access to one-to-one support with strategic planning. There were also requests for some form of peer support scheme (7) and support via email or telephone to be made available (10).

### **3.6 BME Organisations**

BME organisations, made up 5% of the respondents to the questionnaire. This is over-representative of the local voluntary sector organisations where the percentage of members who are classed as BME organisations is 1%.

Of these organisations two were volunteer organisations and two were staffed organisations. One organisation had an income of over £50,000 and the other three reported incomes of less than £10,000. The BME organisations interviewed had on average 10 volunteers each, although one organisation had only three.

## **Havering ChangeUp – Havering VCOs Support Needs Mapping Report**

All of the BME organisations without staff were looking to grow and develop in the foreseeable future.

Two of the organisations received their main source of income from donations and the other two from grants. One organisation was registered as a Charitable Trust, two were unincorporated associations and one was a faith organisation. Three out of the four organisations were registered charities.

Half of the organisations requested support with workforce development issues and three organisations asked for support with policies and procedures. Two organisations had undertaken a skills analysis of their staff and volunteers and one of the organisations used a training plan.

The BME organisations made up half of the requests for specific training although they reported a lack of funding and the difficulty of finding cover for staff as barriers to them accessing more training. One organisation felt that training was not relevant for their volunteers.

Over 60% of the Board Members of the BME organisations were over the age of 55 whilst 14% were under the age of 35. The organisations reported that they felt they struggled with not having enough Board Members or their current Board Members were too busy and recruiting younger people.

The majority of Board Members from ethnic minority communities (60%) are concentrated in these four BME organisations. However none of the 8 Board Members of Caribbean ethnic origin are within these organisations. These organisation requested support with all areas of Governance.

The main issues around finance for these organisations were that they did not have time to complete funding applications (1), the applications they did submit were rejected (3), they were unable to cover their costs (1) and they felt that no funders wanted to fund their work (2). One of the organisations had used the services of ACE and they were now looking for further financial support.

One of the organisations was generating income through selling services. Three organisations requested support with identifying potential contracts and two asked for other support relating to procurement. Two of the organisations were also considering buying property in the future.

None of the organisations have achieved a quality mark; but one would like support to do so in the future. All four organisations asked for support with monitoring and evaluation and three with strategic planning.

## **Havering ChangeUp – Havering VCOs Support Needs Mapping Report**

### **4. Analysis of Findings**

This section of the report takes each of the areas of the results and presents an analysis.

#### **4.1 General Questions**

One of the most significant factors identified in this research is that the majority of the respondents were small organisations, reliant purely on volunteer labour and with a minimal turnover. Most of the organisations had no plans to significantly develop their activities, that is to become employers and required no or little support from second-tier organisations.

The remaining 43% of organisations are looking to develop their activities further (all but 8 of which are staffed organisations). In the main these are smaller employers classed as micro-enterprises in business support terms.

This indicates that the infrastructure organisations within Havering have two very different client groups which they need to design their support services around. The first group is the small volunteer-led organisation; the second group is the micro and small employers. The needs of the two client groups will be significantly different.

#### *Support from Infrastructure Organisations*

The infrastructure organisations in the borough are relatively new with HAVCO being established for 4 years, the volunteer centre for 4 years and the Social Economy Support Unit for 3 years. The support offered by the London Borough of Havering is the longest-running infrastructure support within the borough. Many of the voluntary and community organisations within Havering are older than the majority of the infrastructure organisations. Naturally, organisations that are older than the current support available may need to be persuaded of the need for a service that they have survived without. This is a challenge that the Local Infrastructure Organisations need to address. The new organisations starting up now have an environment where the support they need is established and can be offered to them when they most need it.

Over one third of the organisations interviewed were members of a national body or umbrella organisation. For these organisations much of the support they require may be offered by these national bodies. This might include standard policies, procedures, training and legal support. It might also include guidance as to how these organisations are expected to develop, or not, such as whether or not the organisation should use staff or just rely on volunteers or in what circumstance it would be appropriate for them to set up a trading company. These organisations may therefore need less support from local infrastructure bodies than those that do not have access to an umbrella organisation.

## **Havering ChangeUp – Havering VCOs Support Needs Mapping Report**

### *Volunteers*

As has already been identified the vast majority of organisations interviewed relied purely on volunteer-labour. There were, in fact, 2,598 volunteers across the 81 organisations interviewed and although a few organisations had a larger number of volunteers, the majority had less than 10. It could be said that volunteers sustain the sector in the borough.

The essential role that volunteers play within the voluntary and community sector in the borough is also highlighted further in the report commissioned by the Havering ChangeUp Consortium into the Volunteering Strand of the ChangeUp Infrastructure Development Framework.

It is mainly the staffed organisations that have the larger number of volunteers. This is perhaps to be expected as managing such large numbers of volunteers, such as 50 or more entails a considerable amount of capacity within an organisation. However, there are also four staffed organisations that have no volunteers at all.

This again highlights the significant differences between different types of organisations that can be found within the Voluntary and Community Sector in the borough. These varied types of organisations need access to very different support services and any plan for infrastructure development needs to ensure that the needs of all of these types of organisations are met.

### *Staffing*

For those organisations that are employers, the majority have less than 10 members of staff. Just over 40% have less than 5 paid staff and are therefore classed as micro-enterprises. Half of the organisations have between 5 and 50 staff and are therefore small enterprises. Just two have over 50 staff and are medium enterprises. Each classification of organisation has very different needs in terms of support they require. Such distinctions create further sub-categories within the two groups already identified.

Few volunteer organisations are looking to develop significantly in order to be in a position to employ staff in the future. This highlights two issues: firstly, these organisations may not be convinced of the benefit of such development and secondly, they may struggle to identify specific support needs ahead of time as they do not need to plan in a strategic way.

Development of these organisations may not be focussed on substantial growth in capacity but instead in improving services and ensuring the organisation can continue when current volunteers have left. By raising awareness of the benefits of increasing organisational capacity, applying for grant funding and potentially taking on staff where appropriate, is vital to ensuring that organisations have considered all options for

## **Havering ChangeUp – Havering VCOs Support Needs Mapping Report**

growth and development, rather than maintaining their current status Any support tailored to meet the needs of this particular group must be responsive to needs as and when they arise, as forward planning will be difficult for them.

The majority of the staffed organisations who responded to the questionnaires are planning for significant development within their organisations. Local infrastructure organisations need to ensure that the resources to support these organisations are available as and when required. Where such support already exists either locally or sub-regionally, organisations will need to signposted to the relevant providers.

### *Turnover*

The size of turnover has already been discussed. However, one additional point to note is that the researcher identified early in the data gathering process that the addition of a further category of a turnover of under £1,000 would have highlighted just how small some of these organisations actually are.

What is particularly interesting about the results on turnover is the number of organisations who did not know what category their current turnover fell into. Considering that all of the individuals interviewed were nominated as the key spokesperson for the organisation the level of unknowns for this particular question might be considered to be quite high.

However, as most of the organisations are very small with limited turnover and no paid staff this becomes less surprising. Small organisations run only by volunteers are less likely to have implemented more complex financial systems that create regular financial reports for management, Board Members and key individuals. Those organisations that are unincorporated associations and not registered as charities have less regulation and as such require more limited reporting procedures. This is also true of small registered charities. An ideal position would be for good practice models, in this case in relation to financial reporting, be used in all organisations to ensure financial openness at all levels.

One issue that has been raised through the analysis of the results of the research is there are a number of staffed organisations (33%) did not know their annual turnover. This may of course be due to individual named as the key contact not being the most appropriate person to answer the questions. However, it may also indicate a need for the local infrastructure organisations to support more organisations in implementing robust financial procedures.

### *Sources of Income*

Grants or service contracts are the main source of income for the larger voluntary and community organisations in Havering. However, there are also a significant number of the volunteer only organisations that are entirely self-supportive through charging

## **Havering ChangeUp – Havering VCOs Support Needs Mapping Report**

membership subscriptions. These are most likely to be local groups such as scouts, majorette groups or older people's social groups. There were two staffed organisations that stated their most significant form of income was subscriptions each with two members of staff. This suggests they either have a very large membership or significant subscription fees if they are able to support paying staff members.

There are a small number of organisations in the borough that receive the majority of their income from Service Level Agreements or contracts (4 organisations each). Unsurprisingly, these organisations are staffed organisations. What this suggests is that the use of Service Level Agreements and contracts by the Local Authority is limited; an observation that was also made in the Procurement Report commissioned by the Havering Change Up Consortium in May 2005. The whole issue of procurement will become more important within the Voluntary and Community Sector as the National Procurement Strategy for Local Government<sup>14</sup> is more widely implemented within the borough.

Partnership working public bodies and the local infrastructure organisations will facilitate this process and ensure that the needs and the concerns of the voluntary and community are addressed. The local infrastructure organisations also need to ensure that the organisations they represent are prepared for this move from grant funding to contracting and are able to fully engage with the process to ensure a continuation of the services they offer, rather than them finding that out-of-borough providers win contracts for the services they have historically provided.

### *Governance and Structure*

The majority of the organisations interviewed were unincorporated associations (70%). This is maybe not surprising as so few organisations had any employees. However, what was interesting was that 12 of the staffed organisations (38%) had chosen not to incorporate despite the fact that they were unable to provide any form of protection in terms of limited liability for their Board Members.

This issue is not just limited to Havering but incidences are found in the Voluntary and Community Sector across the UK. Local infrastructure organisations must be pro-active in ensuring that where necessary within an organisation the liabilities of Board Members are protected. Where property issues are involved the issue of liability of Board Members becomes particularly important.

Not ensuring the protection of limited liability for Board Members also makes the proposition of becoming a new Board Member unattractive and with considerable risk for individuals considering taking on such positions.

---

<sup>14</sup> ODPM, 2003

## **Havering ChangeUp – Havering VCOs Support Needs Mapping Report**

### **4.2 *Developing a Highly Effective Workforce***

Over 40% of the organisations requested support with workforce development issues, the majority of whom were staffed organisations. The support requested by organisations particularly focused on issues of policies and procedures, staff development, recruitment, employment law and staff management. Where these services are already offered by the local infrastructure, the organisations interviewed have not yet accessed such support.

Of the remaining organisations (56%) who did not request support, 13 were members of umbrella organisations. These organisations may therefore receive support from their own specific support organisations. The remaining 40% of organisations did not identify any need for support around workforce development.

In terms of the tools available to organisations for workforce development those such as skills analysis and training plans did not seem to be used widely in the sector. A small number of organisations, both volunteer and staffed organisations, use such tools. There is potential here for the benefits of such tools to be highlighted across the sector.

There were surprisingly few requests for fundraising training, which is often assumed to be high on the list of priorities for most Voluntary and Community Sector organisations. The greatest need identified was for Child Protection Training. This is unsurprising as there are a significant number of organisations who worked with children and young people. As such training has been run frequently within the borough: requests are either coming from organisations that have not yet accessed the training or from those that have more staff and volunteers who need to attend such training.

In terms of barriers to accessing training, finance was given as a main reason. This is in terms of direct costs for training, as well as indirect costs related to providing cover for a member of staff who is attending training. This raises the issue as to whether more subsidised training for the sector is needed and how to encourage organisations to include training budgets in their funding applications.

The other significant issue raised by organisations was that of volunteers not wanting to attend training and of staff and volunteers not having enough time to attend. When designing a training and development strategy for the sector this must be taken into consideration.

## **Havering ChangeUp – Havering VCOs Support Needs Mapping Report**

### **4.3 Governance**

Across the sample group of 81 organisations there are 525 Board Members, which indicates that across the borough there could be as many as 1600 Board Members working in Voluntary and Community organisations. This creates a significant volunteer workforce working at Board level, 25% more than the number of staff across the same organisations.

The number of Board Members over the age of 55 in the borough is 55%. As serving as a Board Member may be considered to suit the lifestyle and commitments of a retired or semi-retired people. Such individuals are more likely to have the appropriate skills and experience as well as more time.

The age group between 35 and 55 is represented well, with the least number of Board Members coming from the under 35 group. At the same time, 6% of Board Members are under the age of 24, which is significant and a positive trend. However, when analysed more closely it is evident that only a few organisations have younger Board Members. This means that younger Board Members are overrepresented in some organisations and not represented at all in many more.

There is a similar trend when analysing the ethnicity data, which when looked at as a whole reflects the ethnicity of the borough reasonably well. However, again some organisations have a large proportion of Board Members of black and minority ethnicity, with the vast majority of organisations not having any at all.

Although the overall picture suggests that Board Members of different ages and of different ethnicities are well-represented at organisational level there is less diversity at an organisational level. It was interesting to note that 12 organisations refused to respond to the question about the ethnicity of their Board Members. These organisations did not give reasons as to why they would not answer this question. However, the researcher did report that they had questioned her as to why this question was relevant. It could therefore be suggested that those that did not respond may have shared this concern that their Board was not as diverse as they thought they would be expected to be. However, this is pure conjecture and is only a suggestion. The real reason can only be identified by asking the organisations directly.

The majority of organisations listed one or more issue they were concerned with in relation to their Board. The most frequent issue was that of being able to recruit younger Board Members. With such a high instance of older Board Members this is perhaps not surprising. The second key issue was organisations not being able to recruit enough Board Members.

Organisations also highlighted that their current Board Members were often very busy, that some did not have the right skills, there was low attendance at meetings and that some of their Boards were ineffective.

## **Havering ChangeUp – Havering VCOs Support Needs Mapping Report**

This reflects trends where recruitment and retention of diverse, appropriately skilled and committed Board Members across the wider sector is a significant issue. As Voluntary and Community Sector organisations become more complex in the way they have to operate, the need for highly skilled Board Members grows. However, there are significant barriers organisations face in recruiting appropriate Board Members, some of which have already been discussed – such as personal liability issues, high levels of skills needed especially for the bigger and more complex organisations, and often a significant investment of time.

Organisations requested considerable support around Governance. This was coupled with a concern by some organisations that Board Members were unwilling to attend training or address skills gaps. Local infrastructure organisations need to balance the request for support with the introduction of good practice models around Governance in the sector.

### **4.4 *Financing Voluntary and Community Sector Activity***

Despite the fact that few organisations requested training in fundraising considerably more organisations identified issues relating to raising money for their organisation. This suggests that some organisations do not consider training or capacity building support services as the best way to address their own organisation's needs.

The most significant support needs around fundraising were being unsure of which funders to approach and not knowing how to write funding applications. Other issues related to finding enough time to do it, funders not covering all the costs and prioritising innovation above core cost.

Interestingly, few organisations considered there to be much competition in applying for funding. This either indicates a higher than average availability of grant funding for Havering, or a lack of understanding and awareness with regards to the funding environment, its infrastructure and the process it relies upon.

Similarly, none of the organisations were concerned about their funding being replaced by Service Level Agreements or having to tender for contracts. This echoes the earlier discussion about the main source of income for organisations. However, with the trend at a national and local level moving towards contracting for services the implication is that there maybe a lack of awareness, strategic foresight and understanding on the part of the Voluntary and Community Sector organisations in the borough. This echoes the findings of the Competitive Tendering report produced for the Havering Change Up Consortium which identifies a range of issues that the voluntary and community organisations have encountered relating to procurement in the borough.<sup>15</sup>

---

<sup>15</sup> Zamase, May 2005

## Havering ChangeUp – Havering VCOs Support Needs Mapping Report

The London Borough of Havering and Havering PCT already hold a number of contracts and Service Level Agreements with Voluntary and Community Sector organisations in the borough and this is likely to increase as grant funding is replaced by contracts.

The organisations interviewed requested a considerable amount of support in general financial issues. In particular setting a budget, financial forecasting and full-cost recovery systems were the most requested forms of support. Interestingly, only nine organisations stated having used the service of ACE, the borough's community accountancy service. This suggests that there is still a considerable demand for the type of financial support offered by ACE and more organisations that are still unaware and have yet to access these services.

When asked about support needs relating to income generation, some of the staffed organisations did ask for support around identifying contracts, putting together tenders and negotiating contracts and Service Level Agreements. This would appear to indicate that although organisations do not regard Service Level Agreements and contracts as a direct threat, some have identified them as potential income generating practices for the future. Few organisations requested support with the quality requirements relating to the contracting process. As this is such an important part of the tendering process, one wonders whether the lack of requests for support actually indicate a lack of understanding of the whole tendering process. The Local Infrastructure Organisations are in a good position, crossing both sectors, to educate the Voluntary and Community Sector within the borough about implications of the procurement agenda.

It is interesting to note that nearly half of the staffed organisations carry out some kind of income generating activity. Research into income generation in the Voluntary and Community Sector in July 2005 came to a similar conclusion. Of a sample of 59 voluntary and community organisations picked at random 68% were engaged in some kind of income generating activity.<sup>16</sup> This is significant in as much as it indicates the voluntary sector is already engaged in diversifying its income base by generating money through enterprise activity, which is high on the list in terms of national and regional policy and future trend, although it may not use the terms 'enterprise' or 'social enterprise' in describing those activities.

None of the organisations were interested in alternative forms of finance such as loans or mortgages to finance either their development or the purchase of property. Organisations considering purchasing property were expecting to be able to finance such a purchase with grant-funding.

A reluctance to engage with alternative forms of finance echoes a general aversion to risk in the sector. With 70% of the organisations being unincorporated the attitude to risk is understandable for those without the protection of limited liability. However, for

---

<sup>16</sup> Zamase, July 2005, The Perceived Relevance of Social Enterprise to the Voluntary and Community Sector, Open University Social Enterprise Research Conference July 2005

## **Havering ChangeUp – Havering VCOs Support Needs Mapping Report**

those organisations that are incorporated loans and mortgages, in particular to acquire capital assets, may in fact be the most appropriate forms of alternative finance. Certainly, assuming that grant funding will be available to cover the entire purchase of a property could be considered to be naïve in the current climate.

Only 39% of the organisations questioned had their own base of operation, and most of those rent their premises from the Local Authority, other voluntary organisations or privately. Many voluntary and community organisations in the borough are still offered their premises at either no cost or at a reduced cost. This amounts to a considerable financial investment in-kind to the voluntary and community sector – in the main from the Local Authority.

There were ten organisations who owned their own property, with most other organisations not intending to purchase property in the future. Considering the size of organisations interviewed, it is understandable that for many it would be difficult for them to own their own property because of the organisational legal status and personal liability of trustees and because of their size and low income. It would however be of interest to interview those that already own property to establish the history of how and why they chose that route and to analyse whether they are using their assets to their full capacity; in order to share that learning with organisations considering a property portfolio.

### **4.5 Performance Improvement**

Where 90% of staffed organisations and 45% of volunteer organisations monitor their services by collecting statistics; the majority of both staffed and volunteer organisations also collect complaints and then act on them. There are still a number of organisations however, that do not implement such procedures some of which are staffed organisations. There is an opportunity for the Local Infrastructure Organisations to develop good practice guidelines using local Voluntary and Community Sector organisations to encourage the use of such performance improvement tools.

There was particular interest in support with evaluations and effective monitoring systems from both staffed and volunteer organisations. There was also some interest in support with social audits and social accounting as well as outcome and impact measurement. This is encouraging, as these are new developments in performance improvement in the sector and shows some awareness amongst organisations of new tools to support their development.

That no organisation interviewed has achieved a quality mark is surprising as it is often assumed that although quality marks in the sector are relatively new, their benefit is understood by, at least, staffed organisations. Two organisations were however in the process of implementing Investors in People and a further two thought Investors in People was something they might consider in the future.

## **Havering ChangeUp – Havering VCOs Support Needs Mapping Report**

The local infrastructure organisations have been investing into support for the implementation of quality marks in the sector. Seemingly, none of the organisations that have been supported through this process were part of the sample who responded to the questionnaires. Five organisations did request future support with implementing such systems. The organisations requested a variety of different types of support including one-to-one support which is already available for PQASSO and Matrix and a toolkit which is being produced as part of this piece of research.

Such a low response in relation to quality marks suggests a lack of understanding within the sector of the benefits of such performance improvement tools. Maybe a performance improvement toolkit, such as the New Economics Foundation's 'Proving and Improving', could play a dual role of promoting the benefits of such tools and providing guidance on the support available.

Implications from these responses are that performance improvement is not considered a priority for many organisations, especially the volunteer organisations. In particular, quality standards and kitemarks may well be considered a step too far for organisations that just at the beginning of the process of implementing improving tools.

The benefits of strategic planning seem to be recognised more widely throughout the sector, although still mainly within staffed organisations. There are a significant number of organisations requesting such support with strategic planning. The types of support requested would require a flexible programme of support ranging from training to peer support to expert guidance.

### **4.6 BME Organisations**

It is recognised that there are few BME organisations in the borough. This research interviewed a representative sample consisting of four organisations. In the main they confirmed the results of the wider sample group, although as a group they made more requests for training than the other organisations, both generic training and support with strategic planning. All four of the organisations were also keen to develop their activities significantly in the future, which is a higher incidence than that of the whole sample.

The Boards of these organisations were more ethnically diverse than those organisations from other classifications. The number of Board Members of non-BME ethnic groups were significantly reduced, with only 1 out of 4 organisations having Board Members of White or White Other ethnicity. Board Members were also older than the wider sample – with 60% of Board Members being over the age of 55.

There was more concern from these organisations than within the wider sample that their funding applications were rejected and that funders did not want to fund their activities.

## **Havering ChangeUp – Havering VCOs Support Needs Mapping Report**

Half of the BME organisations were looking to purchase property in the future and all asked for support with monitoring and evaluation and three with strategic planning. These responses are higher than the incidences of the wider sample.

In summary the BME organisations were no more likely to be volunteer organisations than staffed organisations but all were keen to develop their activities significantly. This is significantly greater than the desire from non-BME organisations to expand.

The majority of Board Members from black and ethnic minority communities are serving in these organisations. These organisations also have Board Members that are older than the average for the sector. In terms of sources of income funding is as much of a concern as with the other groups, yet the BME organisations are also seemingly more enterprising and more strategic in their thinking particularly around asset development.

## **Havering ChangeUp – Havering VCOs Support Needs Mapping Report**

### **5. Conclusions**

What this research has been able to do, is to highlight the good work that these organisations are doing and their essential role in the borough. This report has identified some of the areas that the Voluntary and Community Sector organisations are asking for local infrastructure support ,in order for them to improve and develop their services; and in the case of the smaller organisations ensure that their services continue for future generations.

#### **5.1 General Conclusions**

There are a number of general conclusions to draw from the results of the research. This section of the report will then address each of the four ChangeUp strands and in particular the short-term objectives set by the Havering ChangeUp Consortium.

The first general conclusion to be drawn is that the client group of local infrastructure organisations are made up of distinctive types of organisations. Those identified in this research are:

- small volunteer-led organisations not considering significant development
- small volunteer-led organisations looking to grow and develop significantly (these are in the minority of volunteer-led organisations)
- micro-organisations with less than 5 paid staff
- small-sized organisations with less than 50 paid staff
- medium-sized organisations with more than 50 paid staff (these are in the minority of staffed organisations)

Each of these types of organisations are just as important as each other to the overall voluntary and community sector in the borough. However, they each have very different needs and the infrastructure organisations need to ensure that different packages of support are available for each type of organisation. Of course, overlap is inevitable but even on shared needs such as financial procedures different approaches and different levels of learning are required.

Further research is needed to determine the differences in the approaches required for the different types of organisations. The experience of the staff of infrastructure organisations could contribute much to this work.

What this means is that the Local Infrastructure Organisations will need to increase their repertoire of services over time by ensuring that provision is designed not only in terms of the areas that need to be covered, but also the levels of learning they need to be providing for.

The second point to be made is that the majority of the organisations interviewed, including a significant number of the staffed organisations, are unincorporated

## **Havering ChangeUp – Havering VCOs Support Needs Mapping Report**

associations. As such they offer no protection through limited liability for their Board Members.

For very small organisations this may well be appropriate but concerns need to be raised for larger organisations. The local infrastructure organisations can play a vital role in ensuring that each unincorporated association is aware of the legal implications of the choices they make.

The third point relates to issues raised in all of the ChangeUp strands and that the usefulness of good practice standards. In all the areas of this research there are incidences where some organisations are using sector-defined good practice, such as skills analysis and quality assurance and where other organisations are not. The role that Local Infrastructure Organisations are in the perfect position to play is that of being the promoter of such good practice. Examples of good practice using the experiences of voluntary and community organisations are powerful encouragements to other organisations.

### ***5.2 Developing a Highly Effective Workforce***

The results of the research have highlighted a number of issues around workforce development. Much of the training requested by organisations is already available within the borough, indicating a continuing demand.

A significant proportion of organisations did not identify any support needs relating to workforce development. This is perhaps unsurprising with so many small organisations not looking to develop. However, it does again highlight the need for infrastructure organisations to take on the role of gently promoting the benefits of engaging with the support made available to sector organisations.

In relation to addressing the barriers faced by organisations the local infrastructure is in the position to attract financial investment into the local sector to support workforce development. In fact, this has already happened in some areas of workforce development through projects managed by HAVCO. All efforts around workforce development should be coordinated on a borough and a sub-regional level, thereby increasing access to support for frontline organisations.

In order to address the particular issues of financing training a fund could be established to provide training grants and subsidies for organisations. This should be available to cover both the direct and indirect costs of training. Organisations should also be encouraged to include training budgets in their funding applications.

## **Havering ChangeUp – Havering VCOs Support Needs Mapping Report**

### **5.3 Governance**

This research has highlighted the considerable volunteer effort that is involved at Board level in the organisations interviewed. Particular needs around encouraging more young people to become Board members and a more diverse Board membership were identified. The volunteer centre can encourage both a diverse volunteer base and younger volunteers. This experience could be developed to attract those individuals that are under-represented at Board level.

Organisations are requesting a considerable amount of support around governance issues; whilst also indicating that many of their Boards are resistant to change and in some cases not as effective as they need to be. This is reflected nationally. Certainly, as Voluntary and Community Sector organisations become more complex the skills needed at Board level are more specialist and often business-orientated. Local Infrastructure Organisations will be required to devise an approach that will not only provide the necessary support but also challenge the traditional culture of Boards where appropriate.

With the introduction of national good practice standards in Governance Local Infrastructure Organisations have the task ahead of them of encouraging Voluntary and Community Sector Boards to implement these standards. This research has already highlighted some resistance to changes, or rather a belief that change is unnecessary, within the sector and any approach to improve effectiveness in Governance will need to be sensitive to this issue.

### **5.4 Financing Voluntary and Community Sector Activity**

This research has highlighted a continuing need for training on all aspects around financial systems and procedures. Such training is already available through ACE but the majority of organisations interviewed have not accessed the services that they offer.

A significant number of organisations are already undertaking some form of income generation although they would not call it 'social enterprise activity'. There are opportunities here for the Local Infrastructure Organisations to support the sector using methods from social enterprise to help organisations diversify their income.

This research has also highlighted a gap in the knowledge of smaller organisations about the funding opportunities available and the potential benefits of accessing grants. This is another opportunity for Local Infrastructure Organisations to develop in order to meet a local need.

Of those that do already access grant programmes there seems to be a relatively high incidence of failure and a lack of knowledge about the processes involved and the reality of the funding environment. Many acknowledge that they have not sought

## **Havering ChangeUp – Havering VCOs Support Needs Mapping Report**

support with their applications. In building a more sustainable sector a solid programme of fundraising support, training and expertise needs to be provided for all types of organisations.

The other key issue this research raised, and that is echoed in the Competitive Tendering report from May 2005 is a lack of understanding of the change coming to the sector in terms of contracting.<sup>17</sup>

Few organisations already have contracts and of those that do not there is little indication that organisations are aware that grant-funding will be gradually replaced by the competitive tendering process. Smaller membership based organisations, of which there are many in borough may not be affected by this. However, those service-based organisations that currently rely on grant-funding may well find the change in policy has direct implications on their funding and the future of their service. Education on this change in culture along with the opportunities afforded by alternative finance is a task that fits within the remit of the Local Infrastructure Organisations.

The final issue raised under this strand is the high number of organisations that do not have a base to operate from. Very few organisations have the long-term financial security of owning their own property. Local infrastructure organisations, as part of their role of supporting organisations to financial sustainability, should investigate this property issue further as a follow-up piece of research to the Premises Audit in 2002. Opportunities for asset development, potentially through the creation of a Limited Liability Partnership, would create a community building in the borough owned by the sector for the sector.

### **5.5 Performance Improvement**

The use of performance improvement measures amongst the interviewees is low, potentially due in part to the small size of many of the organisations interviewed. There is a need here, therefore, for further education particularly for the larger organisations, on the benefits of using performance improvement effectively including monitoring, evaluation and quality marks.

The current support available for the implementation of quality marks, in particular PQASSO, Matrix and Investors in People, has not yet been accessed by the organisations interviewed, which suggests that following the education of organisations the need for support services will be increased.

There is also an evidenced need for support with strategic planning. With a great number of organisations, in particular staffed organisations, looking to significantly develop their activities the need for such support will be even greater.

---

<sup>17</sup> Zamase, May 2005

## **Havering ChangeUp – Havering VCOs Support Needs Mapping Report**

### **5.6 BME Organisations**

The number of BME organisations interviewed was small, although over-representative the local VCS. The organisations interviewed requested more support with all of the issues raised and were more likely to want to expand their activities.

Further research into the specific needs of BME organisations is needed, however this research identified that local BME organisations are more likely to engage with infrastructure organisations and the support that is offered than other organisations.

### **5.7 Next Steps**

The ChangeUp Consortium are now tasked with the job of using the data collected in all of the pieces of work they have commissioned to date to adapt their plan for infrastructure development of the sector by 2014.

What has been raised within this research report is that a clear strategic approach is needed to ensure that the needs of the different types of organisations are met. A wide range of services need to be introduced and packaged for the different types of organisations. The small organisations which are not looking to develop, need a very different level of support around finance than those looking to enter into competitive tendering for contracts.

Some of the services identified by the Voluntary and Community Sector organisations are already being offered by the Local Infrastructure Organisations. This in itself raises its own issues as to why organisations have yet to access existing services. There may be a number of reasons for this:

- organisations do not know the services exist
- organisations know the service exists and choose not to engage with the provider
- organisations know the service exists but it does not meet their needs
- organisations have already accessed the service but require further support

The Local Infrastructure Organisations will need to identify what these issues are for the organisations in the borough and address them. There may be a need to ensure the services are marketed more widely or perhaps, services will need to be re-designed to address different levels of learning.

The services that infrastructure organisations offer must operate at a number of different levels. Further research into why some organisations are not accessing the support provided by the infrastructure organisations would provide a better understanding of how to effectively market services to all of the client group to improve take-up.

The procurement agenda will inevitably be high on the agenda for the Local Infrastructure Organisations to ensure that the voluntary and community organisations are prepared for the coming change in funding culture.

A programme of support in good practice should be developed and rolled out across the sector. As the Local Infrastructure Organisations are more established and have consolidated their services they can develop their support of the improvement of the

## **Havering ChangeUp – Havering VCOs Support Needs Mapping Report**

quality of services provided by frontline organisations by introducing good practice tools. For some organisations a wholesale implementation in all areas will be required, often along with the implementation of a quality mark. For other, often smaller organisations, introducing one or two measures, will be enough to create an improvement and ensure their long-term sustainability.

Following this research there is now a need for the Local Infrastructure Organisations in the borough to undertake an re evaluation of the services in light of the new needs identified by the sector. The mapping of their services should focus on three areas:

- how service provision mirrors the need for the services – to identify any gaps in provision or any existing provision that is no longer needed
- quality of services – to highlight any improvement that is needed
- impact of services – to identify any changes that need to be made in the way services are provided

Local infrastructure organisations will then need to consider how they themselves will aim to become financially sustainable in the future. This is an issue that has not yet been addressed within the ChangeUp agenda.

As the funding culture is changing in a move towards competitive tendering for frontline organisations, local infrastructure organisations can expect similar changes to their own funding arrangements. Where frontline organisations will be expected to be procurement-ready so will local infrastructure organisations.

Where to-date services have mainly been provided for free, local infrastructure organisations can expect they will need to ensure that services are able to cover their own costs using a full cost-recovery model.

The launch of these reports will raise the profile of the ChangeUp process in the borough and encourage further consultation with the sector. The Consortium also now have the opportunity, with the release of this research, to continue to raise awareness in the local Voluntary and Community Sector about ChangeUp and expand the management of the process to ensure that the diversity of the sector is represented.

This has been a very interesting piece of research to undertake and it has raised a number of very interesting issues. The Voluntary and Community Sector in the London Borough of Havering have identified their support needs and it is now the task of the ChangeUp Consortium to ensure that those needs are met by sustainable Local Infrastructure Organisations which offer efficient, excellent and accessible services to all organisations in the borough.

# Havering ChangeUp – Havering VCOs Support Needs Mapping Report

## Appendix – List of Interview Questions

### 1. GENERAL QUESTIONS

- 1.1 How many volunteers do you have?
- 1.2 How many staff do you have?
- 1.3 If none, can you imagine employing any staff in the next 5-10 years? YES / NO
- 1.4 What does your organisation/group do?
- 1.5 Do you expect to develop your activities in the next 5-10 years?  
YES / NO / UNSURE
- 1.6 If so, how?
- 1.7 What is your annual turnover?
- < £10,000
  - £10-25,000
  - £25-50,000
  - £50-100,000
  - £100-200,000
  - over £200,000
- 1.8 Where does most of your income come from?
- grants
  - donations
  - earned income
  - SLAs
  - contracts
  - n/a
  - other
- 1.9 What type of organisation are you?
- Community Group (unincorporated association)
  - Registered Charity
  - Company limited by guarantee
  - Charitable Trust
  - other

### 2. DEVELOPING A HIGHLY EFFECTIVE WORKFORCE

- 2.1 Might you now or in the future want support with any of the following?
- Job descriptions
  - Recruitment procedures
  - Putting together an advert
  - Putting an application pack together

## Havering ChangeUp – Havering VCOs Support Needs Mapping Report

- Interviewing
- Contracts
- Employment rights
- Managing staff
- Supervision
- Disciplinary
- Team building
- Coaching
- Shadowing
- Mentoring
- other

2.2 How about support with putting together or updating the following policies and procedures?

- Health & Safety
- Annual Appraisal
- Confidentiality
- Equal Opportunities
- Induction
- other

2.3 Have you done an analysis of the skills that staff and volunteers have?  
YES / NO

2.4 Have you put together a training plan that outlines what skills they need to learn? YES / NO

2.5 Do they go on training courses? YES / NO

2.6 What stops you sending them on more training?

- money
- someone to cover for them
- volunteers don't have time/unwilling
- no training locally
- can't find the right training
- other

2.7 What training will your staff/volunteers need in the future (5-10 years)?

- minute taking
- chairing a meeting
- listening skills
- child protection
- managing volunteers
- supervision skills
- management skills
- financial skills
- other

## Havering ChangeUp – Havering VCOs Support Needs Mapping Report

### 3. GOVERNANCE

3.1 Do you have any of the following issues with your Board:

- don't have enough Board members
- not enough younger members
- current Board members are too busy
- low attendance
- don't have the right skills
- not effective
- not able to retain/keep Board members
- not able to ask people to step down if needed

3.2 What are the ages of your Board members?  
(please put in the appropriate numbers)

under 18  
19-25  
26 – 34  
35 – 45  
45 – 55  
55 – 65  
over 65

3.3 What is the ethnic origin of your Board members?  
(please put in the appropriate numbers)

**White**

British                  Irish                  Other

**Mixed**

White & Black Caribbean          White & Black African          White & Asian  
Other

**Asian or Asian British**

Indian                  Pakistani                  Bangladeshi                  Other Asian

**Black or Black British**

Caribbean          African                  Other Black

**Chinese or other ethnic group**

Chinese                  other ethnic group          (please specify \_\_\_\_\_)

3.4 Have you done an analysis of the skills that Board members have? YES / NO

3.5 Have you identified where the gaps are? YES / NO

3.6 If yes, how will you meet these gaps?

- training existing Board members
- recruiting new Board members
- employing someone with the skills

## Havering ChangeUp – Havering VCOs Support Needs Mapping Report

3.7 Do you think you might need any support in the future with the following:

- putting together an induction pack
- written roles & responsibilities
- skills analysis of the Board
- Board development
- helping Board members to understand their roles & responsibilities
- promoting opportunities to volunteer as a Board member
- minute taking
- chairing a meeting
- team building with the Board
- other

### 4. FINANCING VOLUNTARY AND COMMUNITY SECTOR ACTIVITY

4.1 What issues do you face in raising money?

- not knowing you to approach
- funders don't cover all costs
- too much competition
- no-one wants to fund us
- not enough time to put together a funding application
- don't know how to put a funding application together
- our funding applications usually get rejected
- don't know how to put together a budget
- confused about outputs & outcomes
- can't get funding for core staff
- can't get funding for core services
- short term funding
- we have to keep coming up with new projects to get funding
- our grants are being replaced with contracts or SLAs
- other

4.2 What support might you need now or in the future with financial issues?

- setting a budget
- cash flow analysis
- financial forecasts and planning
- financial procedures
- petty cash
- invoices
- keeping financial records
- setting up a computerised financial system
- full cost recovery – making sure all costs are covered, pricing services correctly
- other

4.3 Have you ever used the Community Accountancy services (ACE)? YES / NO

## Havering ChangeUp – Havering VCOs Support Needs Mapping Report

4.4 If yes, which of their services have you used?

- training courses
- one-to-one support
- telephone support
- email support
- annual accounts

4.5 Do you currently do any of the following?

- hire out space
- sell any products
- charge people for using your facilities
- sell any services for a charge
- have a contract to deliver services
- run a charity shop or similar
- other

4.6 Either now or In the future might you need help with any of the following:

- identifying potential contracts
- putting together tenders
- negotiating Service Level Agreements
- costing your services and contracts
- meeting quality requirements
- other

4.7 In the future, can you imagine needing support with any of these alternative forms of finance?

- loan
- mortgage
- investment
- share capital
- other

4.8 Do you have a base as an organisation? YES / NO

4.9 If you haven't got a base at the moment, might you need to rent somewhere in the future? YES / NO

4.10 Do you currently, or might you in the future, need help with the following:

- leases
- insurance
- office equipment
- office furniture
- maintenance

***IF YOU OPERATE FROM A BASE PLEASE COMPLETE THESE QUESTIONS – IF NOT PLEASE GO STRAIGHT TO SECTION 5***

## Havering ChangeUp – Havering VCOs Support Needs Mapping Report

4.11 Which of the following arrangements do you have regarding your property?

- rent from Local Authority
- rent from private landlord
- rent from other voluntary organisation
- own the property

4.12 Do you pay a standard rent or a reduced rent?

- going rate
- reduced rent

4.13 Do you pay business rates?

- no business rates
- standard business rates
- reduced business rates

4.14 Would you consider buying your own property in the future?

- already own property
- no
- possibly on our own
- possibly in a consortium or partnership

### 5. PERFORMANCE IMPROVEMENT

5.1 Do you monitor statistics about your clients? YES / NO

5.2 Do you collect and act on comments, suggestions and complaints from your clients? YES / NO / SOMETIMES

5.3 Either now or in the future might you need support with any of the following:

- setting up monitoring systems
- undertaking an evaluation
- improving existing monitoring
- improving existing evaluation
- using monitoring information effectively
- outcome and impact measurement
- social audits/social accounting
- other

5.4 Have you achieved or are you working towards a quality mark? Or might you be interested in any of these in the future?

	achieved	working towards	might be useful in the future
PQASSO	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Investors in People	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Investors in Volunteers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Matrix	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quality Mark	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ISO 9000/1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TQM	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Customer First	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## Havering ChangeUp – Havering VCOs Support Needs Mapping Report

5.5 What support with quality marks might be of value in the future?

- training
- one-to-one support
- funding to pay for the quality mark
- peer support and evaluation
- toolkit explaining the different quality marks

5.6 What support do you need now or might you need in the future with strategic planning and business plans?

- training in business planning
  - Business Plan outline designed
  - one-to-one support for voluntary organisations
  - peer support
  - an expert to check over draft plans
  - email/phone support
  - other
-