



Networking Action with Voluntary Organisations

NAVO

Annual Report

April 2008 – March 2009



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Report from our new Chief Exec – Fiona Simpson

Firstly I would like to say good bye and thanks to Jacqui Bell who has left us to join Newcastle CVS. I would like to pay tribute to her achievements over the last two years, where she played a key role in building relationships across all partnerships and providing 'a strong informed voice' for the VCS.

For me, this is an exciting and challenging opportunity to build and strengthen the strong foundations already in place in NAVO, by providing stability, leadership and direction. I look forward to working with the great staff team, the committed Chair and Executive Board.

Of course not everything is perfect or working as well, as we would want. There are still challenges – but these are acknowledged; and I really believe there is genuine commitment from the team to work together to get things right.

Let's not forget the current economic climate and the challenges ahead for NAVO and the VCS, but we must remember recession can bring opportunities as well as challenges. Together we need to actively pursue these opportunities.

This year at NAVO we are celebrating our 20th anniversary and we will be reflecting on our past and our achievements, but also proactively planning for the future and new developments.

I am very proud of securing this post and want to be at the heart of NAVO's reputation as a highly respected partner. I believe we must now balance strategic influence with supporting and motivating our partners and colleagues to ensure that voluntary and community organisations throughout the county have equal access to high quality local infrastructure services.

I am committed to being actively involved in driving up and sustaining NAVO's strategic direction, external relations, profile, delivery and governance. Believing strongly in transparency and accountability I attached our Business plan, including our aims and objectives for 2009-2010.



For 2009/10 our key objectives will be to:

1. To organise VCS networking and cooperation opportunities to maximise collaboration between the VCS and public sectors in Nottinghamshire
2. Promote the benefits of working in partnership across the sectors and facilitate a better understanding within statutory organisations of the VCS, its role and its impact upon the social, economic and environment wellbeing of Nottinghamshire's communities
3. To facilitate participation of the VCS
4. To provide capacity building support for VCS to work in strategic partnerships, giving particular attention to ensuring that small, service delivery organisations are fully involved
5. Develop NAVO's organisation systems, including our information systems and management, financial and operational planning so we are fit for purpose
6. Produce and implement NAVO's internal and external communications strategy.



NAVO Business Plan 2009 – 2012

1. Background

1.1 Introduction

NAVO is an independent not-for profit organisation, a charity which provides networking and partnership capacity building services to voluntary and community organisations (VCOs) across Nottinghamshire. NAVO supports engagement of the voluntary community sector (VCS) from information sharing through to empowerment and particularly focuses on ensuring that small, service delivery organisations are fully involved in countywide strategic partnership activity.

NAVO was set up in partnership with Nottinghamshire County Council in 1989 with the specific purpose to enhance voluntary and public sector partnerships in Nottinghamshire for the benefit of all its communities, particularly those vulnerable of limited access and influence.

NAVO currently provides a countywide specialist networking support service which:

- i) Enables improved communication between the VCS and the key county partnerships through the development and maintenance of communication networks currently in the areas of:
 - a) Families and Children's network
 - b) Equalities Network
- ii) Establishes and supports specific VCS market segments which link to the county's strategic partnership priorities including the LAA.
- iii) This enables the supported engagement of the sector with the county's strategic partnership's processes, including providing direct support to enable the VCS to actively engage with:
 - a) The development and delivery of the LAA and the work of Nottinghamshire Partnership (LSP)
 - b) The Change-Up process and the development of infrastructure services to support the VCS
 - c) All of this work contributes to the County NI7 measures



This business plan has at its core NAVO's mission to respond to the needs of VCS Nottinghamshire and achieve excellent partnerships between the VCS & public sector. The plan sets out our priorities for action for the next three years and describes the approaches we will use to meet our objectives.

During this period our key priorities will be:

Service Priorities

- a) Older People's network
- b) Children & Young People network including Workforce development and Safeguarding
- c) Safer Communities network
- d) Stronger Communities Network
- e) Gypsy and Traveller Liason
- f) Better ways of delivering Equalities Networks, including ICT networks
- g) Reviving the NIC to deliver agreed, shared outcomes
- h) Mapping the sector, (with our infrastructure partners) its impact, and survey its needs and its involvement in strategic partnerships across the county as part of NI7

1.2 Our Vision, Mission, Aims and Values: What NAVO Stands For

NAVO has more than 20 years experience of supporting the VCS involvement in countywide strategic partnerships.

Our Mission

NAVO exists to enable timely and appropriate communication between the VCS and the county's statutory sector particularly the County Council and its partnerships. Our mission is to support the development of a diverse, influential, effective, independent, mutually supportive and sustainable VCS. To do this we will provide high quality, needs led, expert partnership help to the sector and influence the policy and practice of others.

Our Vision for NAVO

NAVO delivers as an effective & efficient VCS Infrastructure organisation and becomes recognised as a dynamic, effective organisation that is a leading provider of high quality, independent, specialist support for VCOs across Nottinghamshire.



Our Vision for the Sector

NAVO's vision is of excellent partnerships between Nottinghamshire's VCS and public sector, which are strong and sustainable.

In short our vision is an image of a VCS in Nottinghamshire that is -

- **Effective** in articulating its voice, and heard at all levels
- **Strong**, informed & **sustainable**, that matters & makes a **difference**
- Furthering its role in improving the **quality of life** for all communities, particularly those most vulnerable and seldom heard

Our vision for Nottinghamshire's partnerships is of a VCS that is genuinely empowered to represent itself, and the communities it serves. A VCS has a clear, coherent, independent voice that reflects the needs and aspirations of the diverse and vibrant communities in the county. Its voice is heard at all levels, in all partnership areas of participation, planning and delivery.

1.3 Our Key Assets

Our Reputation

In our 20 years of operation NAVO has acquired an encouraging reputation both for our approach and its effectiveness. In particular we have a very positive reputation:

- amongst small groups and marginalised communities
- for working across both the VCS and public sectors groups to really understand their specific needs
- for being responsive to new initiatives and taking risks to try and maximise opportunities for the sector
- representing the sector on county council partnerships and within the county council

Our Stakeholders

Whilst NAVO has historically been considered a membership organisation our membership is effectively based on those organisations that attend our networks and forums, rather than formally becoming a member of NAVO itself. These "members" are really our service users and NAVO's members could be better described as our stakeholders including both the public and voluntary sectors – particularly



those infrastructure organisations supporting the local VCS and specialists areas – who united through NAVO can have better access to the key strategic county partners and their partnerships. NAVO needs to clarify its structure and function as a “membership organisation” and find its balance between what is, “of as well as for”, the VCS.

Our People

NAVO is led by an Executive Board and we aim to ensure that its membership reflects our key stakeholders. Following the retirement of our longstanding Executive Board members in 2007 NAVO’s Chair and CEO undertook a stakeholder analysis. We restructured our Executive Board at our AGM September 07 to reflect the collaborative environment in which we operate. NAVO’s Board now has all its partners represented. Whilst stakeholder representation is vital, so is effective governance and strategic leadership. If NAVO is to take seriously its commitment to continual improvement, the Board must plan and undertake skills audits and reviews to ensure that effective governance is practiced. In 2009 we plan to prepare and implement a development plan to ensure we are compliant with the Charity Commission and charity law and national Code of Governance for the voluntary sector (You can download copies of the code from www.governancehub.org.uk).

We have a small core staff team the Chief Executive, and Administrator (currently seconded from NCC). The CEO’s role is currently very wide ranging, working on both strategic leadership, planning functions, operational management and administration, as well direct service delivery. The administrator administers much of NAVO’s internal operations including financial administration, information management and HR administration. NAVO’s Board has recognised the skills and capacity gaps in this area but has not agreed a plan to address this. This will have to be a vital part of NAVO’s internal development plan if it is to be satisfactorily addressed to sustain the organisation over the lifetime of this business plan.

Over the last year we have recruited a completely new team to lead the work to support existing and new networks across the county and one post to support the wider engagement of the sector to improve engagement in the developing county LAA.

This entire team has a wide range of skills and knowledge gained from previous work across the voluntary and community sector as well as in public sector organisations but also including the private sector. This mix of skills, core competencies and knowledge has genuinely revitalised the service delivery team. However this also leaves NAVO with certain weaknesses of an in depth understanding of the VCS and public sector partnerships. These drawbacks are slowly being addressed as the whole team embed themselves within the sector and the partnerships with which they work. The Families and Children’s Team and Equalities and Diversity Team are both models of best practice behaviour in this area. Further work to evaluate and analyse how these teams have addressed these weaknesses so quickly should assist us to address slower progress across the more wide-ranging Partnership and Infrastructure parts of the organisation. The area proving to be most problematic is unsurprisingly the most the complex area of the LAA. Finding the balance between stakeholder



expectations is proving slow, and whilst work has been done to clarify the role and functions of this post for it to be successful, we need to build on the current opportunities the LAA presents to the VCS.

Our Knowledge and Experience

NAVO has begun reconfiguring and updating its three different databases to better respond to the needs of all our stakeholders and delivery on key priorities over the next three years. Investment of £2500 set up costs and £300 – £600 annual support and maintenance costs should be sufficient to provide us with one comprehensive database which will more efficiently manage our information held electronically. Administrative support will need to be made available if we are to fully utilise and develop these resources.

1.4 Our Partners

NAVO is committed to developing flexible services that meet the changing needs of the VCOs in the county, while at the same time ensuring that our work fits with developing national, regional and local strategic partnerships policies and plans.

One of our key objectives is to capture and share knowledge of the market in which the VCS operate in order to influence policy for the benefit to our stakeholders in the public sector and as well as the VCS in general. To this end we work in partnership with other key organisations in and beyond the sector.

2. Our Services

NAVO is a VCS Infrastructure support organisation offering services to **voluntary and community organisations**, our main stakeholders, and **public bodies**.

NAVO currently offers a package of networking support services to the VCS to help groups and organisations better understand how the county's strategic partnerships can impact on their work and to develop its confidence to engage in partnerships and benefit from its activities. We provide information on partnership activities and access to consultations. We also provide a step by step practical, hands-on approach to support VCS representatives for themed strategic partnerships. Therefore helping them be clearer about their mandate and exercise their leadership role in self affirming ways.



We currently offer services through our networks and forums and will prioritise:

- Development support to help groups through the process of refining their collective vision and determining the steps needed to achieve that vision.
- A more systematic approach to identify ongoing needs of our network members in relation to shaping the market in which it operates. This is an important phase which NAVO needs to prioritise.
- Closer working with VCS Infrastructure partners, through the NIC, and public sector organisations will be a vital area of development if we are to fully cater for VCS service providers' capacity building needs.
- The main areas of focus particularly in these areas include commissioning.

We will provide this through:

- Mapping the sector and its confidence for the future as part of the NI7 VCS Local Survey
- Survey of NAVO network members of their current capacity building priorities
- Analysis with statutory partners of how commissioning ready they are and helping shape their commissioning plans and practices ideally through the county funders forum
- Clear signposting to other sources of support
- Training, information and support for network members to address key capacity weaknesses
- Information on current partnership activity through networks and forums via VCS reps, mailing, briefing and events



4. Our Activities in 2009/10

| Aim What we aim to change or want to improve | Outcome The difference we will make along the way | Outcome Indicators How we will measure the impact we're having | Objectives/Outputs Our activities |
|---|--|--|--|
| Aim 1 To improve VCS networking and cooperation to enable effective collaboration between the VCS and public sectors in Nottinghamshire | 1. VCS has a cohesive voice that clearly contributes to partnership's visions & plans 2. VCS have increased knowledge of the partnership arrangements across the county, and have opportunities to participate and influence strategic partnership decisions. 3. Strategic partnerships are organised to facilitate effective VCS participation 4. VCS demonstrates leadership within county partnerships | 1. Number of VCS networks that have clear vision, strategy and plans 2. Number of organisations that know about county partnerships and how they work 3. Number and range of organisations involved in consultations 4. Number and range of organisations using networks and events to keep up-to-date partnership developments | 1. Facilitate VCS thematic forums/networks to clarify their vision, needs and priorities 2. Provide training and information for the VCS on the people, structures, processes, and activities of county partnerships 3. Provide information (T3S Survey) and training to key partners so they have a better understanding of the culture, values and impact of VCS and its requirements for participation. 4. Deliver consultation events and support VCS engagement activities to inform partnerships decisions 5. Stimulate and encourage VCS ambition and innovation through strategic partnerships through leadership support of VCS representatives |
| <p>During 09/10 we will deliver</p> <ul style="list-style-type: none"> Networks & Forums - Agreed that each project would aim to hold the following networks/forums in a year NIC Members 4 NIC Steering group 4 FCYP Forum 6 Older People 2 Gypsy & Travellers 4 Race Hate 2 BME Forum 4 Safer Network 1 Stronger Network 1 VSLG 4 VSPF 1 Feedback regarding the progress of the T3s survey 1 each at CSEG, NIC, Community Cohesion, Stronger Communities Networks Set up, develop and support 3 thematic (NIC, BME, FC&YP) VCS Reps Support Groups Facilitate 6 training events/sessions. 2 FCYP, 1 NIC, 1 G&T, 1 BME, 1LAA | | | |

| <p style="text-align: center;">Aim</p> <p>What we aim to change or want to improve</p> | <p style="text-align: center;">Outcome</p> <p>The difference we will make along the way</p> | <p style="text-align: center;">Outcome Indicators</p> <p>How we will measure the impact we're having</p> | <p style="text-align: center;">Objectives/Outputs</p> <p>Our activities</p> |
|---|---|---|---|
| <p>Aim 3</p> <p>To improve the capacity of VCS to work in strategic partnerships, giving particular attention to ensuring that small, service delivery organisations are fully involved in policy and processes</p> | <ol style="list-style-type: none"> 1. Nottinghamshire's VCS contribute to, develop and deliver clear plans of action in partnership with the public sector 2. VCS involved in development of commissioning plans and processes - 3. VCS can see where LIO's SIO's have maximised opportunities for improvement provided through the NIC and feel the benefit 4. VCS makes a visible and measurable difference to partnership outcomes and can illustrate where it has an impact | <ol style="list-style-type: none"> 1. Lead the development and implementation of the Nott Partnership Compact 2. Facilitate VCS thematic forums and networks to clarify their vision, needs and priorities and direction within strategic partnerships in the county 3. Provide information for the VCS on the people, structures, processes, and activities of county partnerships 4. Deliver consultation events and support VCS engagement activities to inform partnerships decisions and commissioning process | <ol style="list-style-type: none"> 1. Influencing developing strategic plans and policies regarding commissioning process and practices 2. Improving VCS quality & practices around performance management and collaborative working Knowledge management and Workforce Development 3. Training and support that responds to the identified needs of VCS networks and representatives 4. Provide training and information for the VCS on the people, structures, processes, and activities of county partnerships |
| <p>During 09/10 we will deliver</p> <ul style="list-style-type: none"> ● Monitor % of VCS engagement with COMPACT – gather baseline information via VCS survey ● Each project will produce project plans, structure charts and priorities ● 7 user training sessions delivered citing positive impact. 2 F&C (150), 1 G&T (80), 1 LAA (50), 1 BME (20), 2 NIC (50) to a total of 350 VCS participants. ● Number of VCS Reps recruited within County | | | |

| <p style="text-align: center;">Aim</p> <p>What we aim to change or want to improve</p> | <p style="text-align: center;">Outcome</p> <p>The difference we will make along the way</p> | <p style="text-align: center;">Outcome Indicators</p> <p>How we will measure the impact we're having</p> | <p style="text-align: center;">Objectives/Outputs</p> <p>Our activities</p> |
|---|---|---|---|
| <p>Aim 4</p> <p>To empower VCS representatives to be self affirming and effective in county partnerships and encourage and support the development of an influential, independent, mutually supportive VCS across the county. To champion and enable participation of the VCS particularly key priority VCS segments (see note on page x about priority market segments in VCS)</p> | <ol style="list-style-type: none"> 1. Leaders in VCS have an excellent reputation in supporting, guiding and influencing strategic partnerships in Nottinghamshire 2. VCS representatives are supported by the sector, and are confident in their role 3. VCS representatives are self affirming and effective 4. VCS representatives work together, share information and experience and develop partnership good practice | <ol style="list-style-type: none"> 1. Visible VCS contributions to partnership plans and strategies 2. VCS sight confidence in partnerships and their effectiveness 3. Number of VCS representative network events | <ol style="list-style-type: none"> 1. VCS representative network (including NIC) 2. Target partnership chairs are they any good? Satisfaction survey of partnership and sector of a strong and effective VCS presence 3. Visible contributions recorded by support officer/worker. Perception survey to include these measures. None, tokenistic, included, visible, excellent contribution. |
| <ol style="list-style-type: none"> 1. County VCS network set up through NIC 2. Gather baseline information from chairs, about reps (satisfaction survey) 09/10 for improvement 10/11 3. Launch of website and newsletter by Sept 09 4. 10 VCS reps support meetings <ul style="list-style-type: none"> 4 FC&YP 2 BME 2 Older People 1 Safer Communities 1 Stronger Communities | | | |

| <p style="text-align: center;">Aim</p> <p>What we aim to change or want to improve</p> | <p style="text-align: center;">Outcome</p> <p>The difference we will make along the way</p> | <p style="text-align: center;">Outcome Indicators</p> <p>How we will measure the impact we're having</p> | <p style="text-align: center;">Objectives/Outputs</p> <p>Our activities</p> |
|--|---|--|--|
| <p>Aim 5</p> <p>To improve NAVO's infrastructure including our operational systems</p> <ul style="list-style-type: none"> • information and performance management • quality control • financial administration | <ol style="list-style-type: none"> 1. NAVO has addressed its organisation weaknesses so we are fit for purpose in an increasing complex partnership and financially insecure environment 2. We will demonstrable improvements to our infrastructure so we become more effective and efficient at what we do | <ol style="list-style-type: none"> 1. plan, performance manage and evaluate the impact we have on our intended outcomes 2. deliver VFM and increase our accountability to our stakeholders 3. invest in our staff team and board to ensure they have the skills, knowledge and resources to achieve their goals 4. Sign off NAVO Business plan at July Exe meeting 5. User database and enquiry system in operation | <ol style="list-style-type: none"> 1. Launch new website including Networking News our new newsletter 2. Adopt PQASSO Quality Assurance procedure. 3. Introduce new Performance Management systems as part of our funding agreements. 4. Staff review including salary review 5. Staff training in new databases and ICT 6. Market new membership opportunities and benefits 7. NAVO Board Skills Audit 8. Finance &FG sign off long term funding strategy |
| <p>During 09/10 we will deliver</p> <ol style="list-style-type: none"> 1. Launch website by Sept 09 2. PMF adopted April 09 3. QA System Adopted by Dec 09 4. Completion of staff review March 10 5. Database implemented and training completed by May 09. 6. All staff fully engaged and using Contact Link by Sept 09 7. Funding and Finance Group will sign of Finance Strategy March 10 | | | |

| Aim What we aim to change or want to improve | Outcome The difference we will make along the way | Outcome Indicators How we will measure the impact we're having | Objectives/Outputs Our activities |
|--|---|---|---|
| Aim 6 Improve NAVO's internal and external communications | <ol style="list-style-type: none"> 1. More effective internal and external referrals made 2. Improved reach of NAVO services and support particularly to priority groups 3. Improve understanding of NAVO's role and work 4. Plan, performance manage and evaluate the impact we have on our intended outcomes 5. Improve our infrastructure so we become more effective and efficient at what we do 6. Deliver VFM and increase our accountability to our stakeholders 7. invest in our staff team and board to ensure they have the skills, knowledge and resources to achieve their goals | <ol style="list-style-type: none"> 1. Relevant referrals and better co-ordination of team actions reported through staff supervision 2. NAVO members and stakeholders report back clear benefits in annual survey 3. Increase in membership from priority VCS market segments 4. Team Plans aligned to Business Plan 5. Outcomes PMF and evaluation and quality assurance systems introduced, in place and effective | <ol style="list-style-type: none"> 1. Regular Team Meetings & diary updates 2. Staff supervision 6-8 weekly 3. Networking News launch 4. New Website launch 5. Annual User Survey 6. Promotional material 7. Annual Report |
| <ol style="list-style-type: none"> 1. Monthly Team meetings - CEO 2. Supervision 6-8 weekly –CEO 3. Key Worker, (Administrator) to collate information. Set up template, Sept 09 4. Launch Website - CEO September 09 5. Launch NIC Website – Aug 09 6. FCYP's Strategic Manager - Nov 09 7. Dec 09 | | | |



Report from our Chair –Nina Dauban

This year has seen a tremendous shift in priority and perspective across all sectors, as we all think about our part to play in ‘recession proofing’. Through these challenging times I am comforted to see our Government express a genuine commitment to strengthening the third sector and build community resilience. When I look at new strategy coming out from many Government departments, I can see they have done their sums and added a new requirement to, not only contract out with the ‘not for profit sector’, but to find huge new tranches of volunteers to deliver what the other sectors will find more and more difficult to achieve.

None of us are sure where they will find these volunteers but I do wonder whether every adult may have to find ways to manage working a 3 day week and volunteering another 3 days a week to sustain our communities.

The Nottinghamshire Partnership has a local target to create an environment for a thriving third sector and we have our part to play in coming together to strengthen in social synergy – a term I found in the excellent Earth Charter, see below.

Synergy – the natural principle of individual parts (people, elements, etc.) coming together for a united purpose to form a new whole that is greater than and (very importantly) unpredictable from the sum of the parts when accounted for separately. This includes the idea of Social Synergy which suggests that when people and groups come together in a spirit of loving cooperation on behalf of the greater good of all life, new and unexpected “magical” results will arise. www.earthcharter.org.

I am comforted to see our forums and partnerships doing exactly this and whilst the frameworks are there, I hope the coming year we will all take the time to find a greater mutuality and cohesion with which to become something in which our partners trust. Becoming a safe pair of hands who can be relied upon to not only keeps our communities intact but also swift to respond and assist our public and private sector partners wherever we can.

The ‘All together Better’ for me is not a pretty strap line, it is a personal religion based on the knowing that our better future can only be won when Individualism and selfishness matures into interdependence and service.

I am therefore very proud to be supporting NAVO and the Thriving sector across Notts, and we are indeed already thriving, (if the measure of success is based on values and wellbeing – which will become the only valid measure sooner than we think)

Let’s stand together in the dignity of our motive, taller and prouder than before, in the knowledge that it is not a breakdown but a breakthrough. A breakthrough of people before profits, of ethics over greed and of unity in diversity.

The NAVO Team

| The Executive Board | | The Staff Team |
|---------------------|---------------|-----------------------------------|
| Nina Dauban | Chair | Fiona Simpson |
| Mick Blakemore | Treasurer | Lesley Crocker |
| Stuart Brook | Family Care | Sally Moorcroft (formally Barker) |
| Rob Crowder | RCAN | Annette Warren |
| Sue Fenton | F&C Forum | Tracy Mullaney |
| Claire Grainger | HLG | Jennie Mann |
| Allan Lloyd | Mansfield CVS | |
| Wes McDonald | Notts Police | Hannah Andrews |
| Michael Newstead | Bassetlaw CVS | Anna Hall |
| Amanda Sullivan | NCt PCT | Rachael Clark |
| Mick Topliss | ALF | Mo Cooper |
| Pam Wisher | Gedling CVS | Alison Manifold |
| Afzal Sadiq | REC | Jacqueline Bell |



Families, Children and Young People's Forum

You will notice that our name has changed very slightly; this was following consultation with the Forum but did not change the remit of the forum.

Who we are:

We established a new team during 2008, which included Fiona Simpson as the Strategic Manager, who joined the team in April. Followed in August by Sally Barker, Development Officer and Tracy Mullaney, Admin Support in October. Despite the fact that the team were new to the voluntary sector, they brought with them a wide variety of transferable skills, which have proved in valuable in developing effect engagement with both the forum members and our partners.

Sue Fenton continues to support the forum in the role of Chair, supported by the seven district reps. All of the Reps were appointed following robust review of recruitment processes, underpinned by revised Terms of Reference.

| | | |
|---------------|----------------|------------------------------------|
| Ashfield | Jacqui Moore | Mansfield and Ashfield Woman's Aid |
| Bassetlaw | Mandy Green | Nottinghamshire Woman's Aid |
| Broxtowe | Cathy Phillips | Eastwood People's Initiative |
| (Replaced by) | Cathy Saunders | East Midlands Woman's Aid |
| Mansfield | Rita Sharpe | APTCCO |
| Gedling | Sue Fenton | Home-start Nottingham |
| N & S | Lynn White | Think Children |
| Rushcliffe | Jo Hallam | Home-start Rushcliffe |



FC&YP's Forum (cont)

What We Do

- Develop strategic involvement of VCS in Every Child Matters agenda including integrated locality working, through the county Families Children and Young Peoples forum
- Lead the development of the FC&YP's Forum model at district level, and recruit and support VCS partnerships representative

Key Outcomes

- Children's Workforce Development Council (OGF grant) – £39,000 year towards Development Officer post for one year
- Children's Workforce Development Council (WSPP) grant £30,000, final year
- NCC £30,000 towards strategic post matched which NCF under-spend from vacant post allowing us establish a business case to continue the Development Support

Facts & Figures

- Six Forum meetings held. Attendance has increased by on average 40% over the year
- Five support meetings for District Representatives.
- Increase number of forum members by 60% over the year, by clarifying and updating our database
- Four newsletters circulated to forum members and partners
- Arranged a FC&YP's conference for 100 VCS attendees with partner guest speakers
- Currently engaged with 23 partner groups and initiatives
- Provided support to deliver 5 bespoke Safeguarding training events
- Identified VCS organisations to attend the CYP Plan Locality events

FC&YP's Forum Priority Areas 09/10

- To improve VCS networking and cooperation to enable effective collaboration between the VCS and public sectors in Nottinghamshire
- To champion and enable participation of the VCS particularly key priority VCS segments
- To improve the capacity of VCS to work in strategic partnerships, giving particular attention to ensuring that small, service delivery organisations are fully involved in policy and processes such as Commissioning, Safeguarding, Workforce Development and CAF's.
- To empower VCS representatives to be self affirming and effective in county partnerships and encourage and support the development of an influential, independent, mutually supportive VCS across the county
- To establish sustainable funding for both FC&YP's team and continued backfill for our VCS Representatives.



Nottinghamshire Partnership VCS Liaison

Who we are

Rachael Clark was appointed by as the VCS Partnership Liaison Officer in March 2008 to co-ordinate countywide work and development on the county Local Area Agreement – The Nottinghamshire Partnership. **Jacqui Bell**, Chief Executive initially led this work within NAVO. **Nina Dauban**, NAVO's Chair and VCS representative on the Nottinghamshire Partnership Board. NAVO board members **Pam Wisher**, Director of Gedling CVS and **Rob Crowder**, CEO of RCAN, both sit on the LAA Management Group and on the Thriving Third Sector Working Group.

What we do

Establish & strengthen partnerships between the VCS & statutory sector within the LAA themes.

Outstanding Key Areas of Work

- To continue to work towards getting all partners signed up to and put the Compact principles into practice.

Key Outcomes

- Establishment of a Thriving Third Sector Working group. The group feeds into the Stronger Communities Network theme of the Partnership and concentrates its work on the National Indicator 7 – 'Environment for a Thriving Third Sector. The group consists of VCS representatives including CVS CEO's,
- Development & production of the Nottinghamshire County Compact – a framework of working practices and principles for effective collaboration between the VCS and the statutory sector.

Key Areas of Progress & Development

1. Representation on Partnership theme forums including Stronger Communities, Health & Wellbeing & Safer Communities.
2. Development of VCS Safer Communities Forum
3. Strengthening of the VCS Older People's Network



Equality and Diversity

Gypsy and Traveller Liaison

Who we are

Annette Warren was appointed to the role of Nottinghamshire Gypsy and Traveller Liaison Officer in March 2008, a post funded by the County Council for 2 years, but managed by NAVO. The continued funding came about as a result from the hard work started by the previous post holder who was in post for a relatively short time and helped to ensure the necessity of the role. Annette has picked up where John left off and continued to work tirelessly to raise the profile of the needs of Gypsies and Travellers, to help raise awareness of the Culture and to identify gaps in service provision.

Project Values

The necessity for this post has now been recognised not only as a link to the equality and community cohesion agendas, but to take the lead in developing improved relations between Gypsy and Traveller communities, local agencies and the wider community.

What we do

The placement of this relatively new post within the Voluntary Sector has helped establish good working relationships with Gypsies and Travellers across the county. The Liaison Officer role has been pivotal in linking and working with local agencies, including some newly established ones, to ensure effective partnership working leading to better access to those services by members of the Travelling community.

Elsewhere the role of Gypsy Traveller Liaison Officer is local Authority based and seen primarily as an enforcement officer with powers to use against Gypsies and Travellers. There has been no such barrier in Nottinghamshire and the post is seen as a friendly advisor to all

communities, agencies, councils, and interested parties. This is vital if we are to develop high tolerance collaborative solutions to the issues faced by the community this project serves.

We aim to

The key roles of the post to date have been:

- Working with key agencies to ensure that services take account of the needs of Gypsies and Travellers and are fully accessible with better joined up partnership working to the benefit of the community.
- Enhancing community cohesion, promote equality, promote rights and responsibilities, and to raise cultural awareness of Gypsy and Traveller communities and lifestyles.
- Obtain agreement to, and adoption of, a Code of Practice on unauthorized encampments as part of the wider Gypsy and Traveller Community Plan.
- to liaise with agencies responsible for carrying out assessments of Gypsy and Traveller accommodation needs and subsequent planning arising out of the research which may lead to new social or private provision.
- Consulting, and advising, with Gypsies and Travellers, and relevant agencies, on relevant new legislation and guidelines for good working practices.
- Liaising with Local Authorities and interested housing providers to further the provision of sites, and working with individuals pursuing planning applications.

Gypsy and Traveller Liaison (cont)



Facts & Figures

Annette has attended a significant number of wide ranging for and groups to ensure that Gypsy and Traveller issues are *raised and discussed*, both within the County and the wider East Midlands Region including:

- Facilitated six Notts Gypsy Traveller Liaison Group meetings.
- Facilitated and Chaired four Notts Accommodation Monitoring Issues Group Meetings including assisting the working group to produce its Action Plan.
- Attendance at 5 East Midlands Regional Partnership meetings on Gypsies and Travellers including hosting and organising the last one in County Hall Nottingham.
- Organising and holding a Feedback Event from the results of the Gypsy Traveller Accommodation Assessment for members of the Travelling Community in Newark, Ashfield and Mansfield.
- 8 Awareness raising talks and presentations including involvement in several events to celebrate the first Gypsy Roma Traveller History Month.
- Attended various County, Regional and National Traveller conferences, events and workshops and also started training on a Btec in Gypsy and Traveller Issues.

Attendance at various Notts County Council meetings, involvement with the bi- annual Caravan count within the Districts and acting as liaison for several Agencies who would otherwise not have any involvement with the Travelling Community.

Priority Areas 09/10

- Encourage the setting up of a Nottinghamshire Gypsy and Traveller Association to ensure views of the community are collected and heard.
- To update the statistics collected in the Gypsy and Traveller Accommodation Assessment to evidence the continued need for additional pitches and sites.
- To continue to work on the Community Plan and achieve sign up to a jointly agreed Code of Practice on Unauthorised Encampments.
- To co-ordinate the Race/Hate Crime Project as it starts up and then works to achieve the project aims of producing a DVD and then delivering awareness raising sessions.
- To liaise with possible providers to address the lack of pitches and work with the Districts as they complete their Core Strategies as part of the Local Development Framework.
- To ensure the Role is established as a permanent post securing the necessary funding.



Equality and Diversity

Nottinghamshire BME Forum

Who we are

Jennie Mann was appointed BME Development Officer in April 2008 on a short-term contract to establish the Nottinghamshire BME Forum and pilot its work across the county, her work had an invaluable impact on its successful launch. She continues to work part time in developing the forum.

Lynda Kelly- Race Equality Council

Was appointed chair in November 2008, her invaluable knowledge on the sector has been a great asset to the development of the forum.

Membership: The dedication and commitment shown by the voluntary, community and statutory sector members has helped create the foundations for the forum, enabling it to move forward as a platform for quality consultation.

What we do

NAVO is responsible for organising the Nottinghamshire BME Forum, which launched in June 2008. Its members meet on a quarterly basis, providing an avenue for statutory sector services to reach out to community groups that are otherwise hard to reach. It enables the development and involvement of Voluntary and community organisations across the county in participating in meaningful quality consultations which are facilitated on behalf of NAVO as and when required. At the same time the forum also provides a platform for building capacity of its members exchanging information and networking. This in turn raises the profiles of services and community groups across the county. The forum is still in its infancy, and as such continues to develop in response to the needs and requirements of its members.

Aims

The BME forum and its members have developed an agreed set of aims to drive the forum forward over the coming year.

- Identify the priority race and ethnicity issues that really matter to the members and the communities they serve, i.e. gaps in engagement and services.
- Feed into the decision making process of statutory sector via equality impact assessments and other consultation and involvement mechanisms
- Challenge statutory bodies if it is felt that services aren't meeting the needs of BME communities in Nottinghamshire
- Provide a cohesive voice at strategic making levels by building capacity and investing in getting the right representatives at the right meetings
- Identify gaps in engagement and services
- Keep the group up to speed with government legislation, policy and guidance that may impact on their organisation and those they serve
- Influence county joint commissioning in key areas.
- Support each other, network and share information and good practice and improve feedback opportunities for everyone
- Develop out reach to community and voluntary organisations in the county, enabling the opportunity for greater participation.
- Improve feedback opportunities for everyone
- Make a difference; design a method of scrutinising, monitoring and evaluating the groups' impact.

Nottinghamshire BME Forum (cont)



Areas of Progress and development

To develop and sustain the Nottinghamshire BME Forum by~:

- Reaffirming membership of the BME Forum, to ensure efficiency and effectiveness of meetings.
- Develop training for community and voluntary sector leads in order for them to contribute effectively to consultations.
- Developing a policy on best practice for consulting with hard to reach groups as part of our work in the Compact+ for Nottinghamshire and its consultation code of practice.
- Ensure that the statutory sector liaise with each other in order to coordinate consultation and ensure there is not consultation fatigue
- To capacity build with VCS and the statutory sector to support this engagement
- To develop BME group representation on the Nottinghamshire partnership boards.

Facts and Figures

- Engaged on an individual basis with over 65 community groups and statutory partners
- Facilitated: 3 x BME Forum Meetings, 2 x Focus groups and 1x funding advice training session.
- Engaged with statutory sector leads highlighting the work of the forum, including the NCC EQIA group
- Signposted information on events, training, policies

Priorities for next year

The Nottinghamshire BME forum is still in its infancy, a new officer will be appointed to drive the work forward with Jennie. The structure of the forum has already been used to roll out other groups as part of the Independent Equality Advisory plan; this includes Disability, and LGBT. The aim is for the following groups to be in existence by the end of the year; Age, Religion or belief and Gender. Develop BME representation across The Nottinghamshire Partnership boards in order to create a more informative and participatory agenda; ultimately shaping the future of Nottinghamshire.

NIC - Nottinghamshire Infrastructure Consortium

The departure of NIC's first coordinator Mo Cooper and the subsequent short-stay of the second post-holder Anna Hall, led to a loss of momentum in the work of NIC. To some degree it also stunted communication with the wider membership resulting in some members feeling disengaged. At its meetings in July, September and October 2008 these projects were prioritised and agreed for action with wide-ranging commitment from the membership. The decision enabled NIC members to engage more actively and directly at operational levels on a day to day basis with projects designed to help NIC achieve its strategic objectives. The significance of these projects and the desire of member involvement in them was reaffirmed again at NIC's recent review and planning meeting of 2 March 2009. Five key areas of work were identified:-

1. **Improved group support** to frontline VCO's especially in the areas of information management, funding advice, ICT, quality and performance
2. **Increased depth and quality of collaborative working** between LIO's as well as SIO's to help develop common quality standards, sharing of good practice, greater efficiency and value for money
3. **Mainstreaming equality and diversity** to help embed good practice, pilot initiatives such as the BME Forum in Nottinghamshire, support and help develop work of organisations working with older people, disabled people and LGB communities
4. **Improved advocacy and representation** of the sector through enhanced leadership capabilities and skills

5. **Strengthened ICT base** of infrastructure bodies and enhanced knowledge and information management tools available to the sector

NAVO and NCVS lead VCS work on NI7 'Environment for a Thriving Third Sector' with their respective LSP's and both organisations are involved actively in shaping this and other related agendas on behalf of the VCS. Both organisations work closely with LIO's within their respective patches and have a good insight into how LIO's engage with local partnerships including LAAs. NAVO together with county based LIO's are represented on the Voluntary Sector Liaison Group which acts as a forum for dialogue between the VCS and the local authority. NIC as an 'umbrella' body offers its members immense opportunities to share strategies about how local partnership working and strategic development of the VCS can be furthered.

NIC at its March Planning meeting will begin to review how strategic working and intervention will be directed and this will continue as part of its new full meetings which will act as policy development meetings with the opportunity to undertake some blue sky thinking around our collective partnership work – including

- Using the meetings to better co-ordinate high level VCS representation on all strategic partnerships
- Link NAVO's and NCVS NI7 work and both compacts to keep all LIO's and SIO's engaged



What NIC members have agreed to offer?

1. Time to come too meetings and outside meetings as long as they can see the benefits
2. Blue sky thinking time
3. Arriving at practical suggestions and solutions
4. Feeding in and out of the Voluntary Sector Liaison Group
5. Meeting 4 times per year
6. Enlivening NIC's relationship with the work of the local LIO'S & SIO'S, VCOs and local communities
7. Knowledge sharing e.g. professional practice
8. Working smarter, avoiding duplication and streamlining

Priority areas for 2009/2010

- New Co-ordinator needs to be appointed to lead on this work.
- The Community Knowledge Portal will be the main place to store information about the work of projects and associated NIC work. The public sector is engaged through the NI7 work and front line groups are engaged through NIC members. The co-ordinator plays a key role in supporting NIC members to engage in the many projects under way. Further strategies underway include:
- Research (led by Purple Zebra) into new areas of ICT to help the sector work smarter and improve communication, collaborative and work smarter
- NIC planning meeting on 2 March 2009 re-affirmed members desire to maintain effective communications between members, within and outside the formal meetings



Report from our Treasurer – Mick Blakemore

Thanks must go to **Stuart Brook**, Director of Family Care, Claire **Grainger**, HLG Chief Executive who continue to be an effective Finance & Funding Group (F&FG). Thanks to also **Lesley Crocker** who has continued to provide financial administration.

We all agreed further financial clarity that was required, given the developing role of the F&FG to support our Chief Executive and Executive Board to business plan and fundraise for NAVO's future.

To do this well, we needed to have a much clearer picture about where we were if we were going to be able to make funding recommendations for the future.

NAVO has now addressed budget issues and have a clearer understanding as NAVO budgets are now based on a FCR basis, except management costs, as these are currently fully funded through secondment until March 2009. (However the admin assistant role will continue on secondment until the current post holder leaves or retires) All NAVO's organisational costs are now apportioned across all work areas, including core management and administration. Direct project costs have been allocated to each project wherever possible.

A number of recommendations are being made following the preparation of this year's budget. The Executive Board has acknowledged that we needed to invest in a better monitoring and reporting system. So it was agreed that we would invest capital in a new database system. This is still in its early stages of introduction.

The Board now has the opportunity to invest in NAVO's most important resources - its people. Each of the recommendations below have been endorsed by NAVO's Executive Board are considered by the F&FG to most effectively achieve improvements in efficiency and effective financial planning and management. Implementation will only occur in line with available funds, and NAVO's Reserves Policy introduced last year



The Future

Introduction of Salary Policy

- Following staff appraisals it has become clear that NAVO can no longer operate without a fair policy to decide its employee salary scales, which are currently ad-hoc, and not always consistent with skills, knowledge and responsibility.
- The F&FG will lead a salary policy review next year.

Travel Costs

- NAVO will maintain current travel expense levels, but will cut by half the essential car allowance and build these into next year's budget planning, endeavouring to take into account rising travel costs.

Infrastructure Investment

- NAVO's current **database & enquiry system** is outdated, not joined up and results in much time wasted by all staff.
- Financial investment in hardware will purchase a new customer database and will ensure we are fit for purpose, reduce staff frustration, increase efficiency and provide the required performance management data.
- It will be vital therefore that we secure funds that allow the team to get the training they need to become fully effective in this new world, and this will be a priority for next year.

Reserve & Investments

- Make the most of our **reserves!**
- Open web based bank account with higher interest.

Report from our Outgoing CEO – Jacqui Bell

This will be the last time I report in NAVO's Annual Report, as I will have just started as Chief Executive of Newcastle CVS

Those of you with long memories will know that I have been in the county for quite a while – off and on for over 20 years in fact. Last year I wrote much about the changes I had started with Nina our Chair to bring NAVO into the 21st Century. Developing its infrastructure has been vital so that as an organisation, a team, it has become fitter for purpose to addressing the challenges it will surely face into the future. The **only** reason for doing this is to ensure NAVO is part of supporting the whole sector to square up to the social, economic, environmental and political changes that the communities, the county, and region will face over the next 5, 10, 15 years.

Now I stand at some distance (heavens Newcastle is a long way away although it already feels like home) and I am looking at what we have achieved **REALLY** over the last year. What I see, with fresh eyes, is some incredible partnership working and relationship building; I see inspiring groups, and individuals working within organisations that are striving for constant improvement in the lives of those most vulnerable in our society. And, for that, I take much heart... Standing back there is now no doubt in my mind that Nottinghamshire – as a collective or shared concern - is quite outstanding in its collaborative working across all sectors. We have achieved the one thing that, if missing, creates such barriers and obstacles that it can damage communities in the long term, forcing them into cynicism and suspicion; without this one thing protectionism is created within teams and between organisations, competition thrives, teamwork and group effort blocked.

So. What about what am I talking? Usually, for me, one word, that's all. That word is **TRUST**.

In the style of my old master and mentor – Nina Dauban, NAVO's "most excellent" Chair, I have taken an expert from one of the two books that she lent to me, when I started at NAVO, when she was my new, and most committed (in more ways than one!) leader in charge who quickly became a genuinely inspirational mentor. One book I hardly read – the other – which I still haven't returned – is always in my briefcase or bag, always to hand, the most well thumbed book I have ever owned (except, probably surprisingly to many of you, my travel bible)... Go and buy your own version of this book (Nina I promise I will too one day and return yours, by hand, and thank you over a strong coffee). Health warning to all those cynics out there – if you do read it, it can change your thinking, and help you change others... What scares me now though – is that although it can take years (in my case three to get people to trust me and what I wanted to do with NAVO on behalf of the whole sector), it can take just one second to break that down into dust:

- one discourteous word, one hand in the face rather than listening ear
- one assumption based in conjecture and not truth or evidence
- one unfinished promise, one competitive move rather than collaborative change
- one single agenda instead of taking the time to create an inclusive agenda



In this economic climate, it would be so easy to dismiss the raison d'être of NAVO – enhancing partnerships, building successful collaborative relationships, helping people work together and understand each other better - creating and maintaining trust... and that would send the county of Nottinghamshire back 15, 20 years – facing such challenging times – why would we want to do that?

So now – over to Fiona – NAVO's fantastic new Chief Executive – so different to me in so many ways and so right for the times now and into the future. Hold onto your hats folks, those of you that though I was good, just wait till you see Fiona in action! ... Keep smiling, keep trusting that we all do the best we can, most of the time – whatever the sector, the organisation, the team, or the individual – cut some slack, step into their shoes, seek first to understand and then be understood... and good luck in these changing times... I'll give the last word to Stephen M.R. Covey and thank Nina for loaning me his book ***The Speed of Trust***.

The beauty of trust is that it erases worry and frees you to get on with other matters. "Trust means confidence," This old-fashioned notion of trust is the special sauce for business (and everything else) — it is, as the subtitle puts it, the one thing that changes everything, he writes.

His thesis:

- *Low trust is an unseen cost in life and business, because it creates hidden agendas and guarded communication, thereby slowing decision-making. A lack of trust stymies innovation and productivity.*
- *Trust, on the other hand, produces speed because it feeds collaboration, loyalty and ultimately, results.*

His advice:

- **Talk straight.** Be honest and tell the truth.
- **Demonstrate respect.** Treat everyone with respect, especially those who can't do anything for you.
- **Create transparency.** Operate on the premise of "what you see is what you get."
- **Right wrongs.** Apologize quickly. Don't let pride get in the way of doing the right thing.
- **Show loyalty.** Acknowledge others' contributions. Speak about others as if they were present.
- **Deliver results.** Accomplish what you're hired to do on time and within budget.
- **Practice accountability.** Don't blame others when things go wrong.
- **Keep commitments.** When you make a commitment, you build hope. When you keep it, you build trust.

Stephen M.R. Covey and thank Nina for loaning me his book ***The Speed of Trust***.

All these behaviours establish or restore trust – those that know me well will see where I have excelled and where I need to do some more work! Those that have worked with Fiona Simpson, our new Chief Executive, will also see where she will pick up the mantle and make her difference.

Trust brings out the best in people and literally changes the dynamics of interaction. Keep bringing out the best of Nottinghamshire – it is something of which to be proud!

Jac
Jacqueline Bell - Chief Executive

Our Accounts

NAVO – NETWORKING ACTION with VOLUNTARY ORGANISATIONS Summary of Accounts FOR THE YEAR END 31 March 2009

| Funds Analysis | Restated opening balance | Incoming Resources | (Resources expended) | Transfers | Closing Balance |
|--|---------------------------------|---------------------------|-----------------------------|------------------|------------------------|
| BME Projects | | | | | |
| BL/EM | 17986 | 7000 | -14215 | | 10771 |
| Diversity Competition | 3648 | | -3648 | | |
| BME Schools Project | 3500 | | -3500 | | |
| County BME Forum | 1748 | | -1748 | | |
| Shadings | 716 | | -716 | | |
| Mentoring Scheme | 7446 | | -7446 | | |
| CAMHS | 204 | | -204 | | |
| BME Admin Project | 2704 | | -2704 | | |
| | | | | | |
| Gypsy Traveller Liaison Project | | | | | |
| Gypsy Traveller Liaison | 29766 | 46500 | -43961 | | 32305 |
| | | | | | |
| F&C Projects | | | | | |
| F&C Worker | 6117 | | -6117 | | |
| F&C Manager | -831 | 28644 | -52050 | 30000 | 5763 |
| F&C Development Officer | -1135 | 13092 | -25323 | 22769 | 9403 |
| Workforce Development | -1310 | 30000 | -11795 | -3000 | 13895 |
| County Childrens Fund | 52769 | | | -52769 | |
| Participation | 825 | | -825 | | |
| | | | | | |



| | | | | | |
|-------------------------------------|---------------|---------------|----------------|---------------|---------------|
| Drugs & Alcohol Projects | | | | | |
| DAAT Training Scheme | 158 | | -158 | | |
| DAAT Living It | 800 | | -800 | | |
| | | | | | |
| NIC Projects | | | | | |
| Infrastructure | 50350 | 51000 | -61609 | -44711 | -4970 |
| NIC 07 08 holding | 55892 | | -52567 | 41211 | 44536 |
| | | | | | |
| LAA VCS PROJECTS | | | | | |
| LAA Development Officer | -1210 | 37792 | -37602 | | -1020 |
| | | | | | |
| Other projects | | | | | |
| Project (IYV) | 2730 | | | -2730 | |
| Disability | 3000 | | | -3000 | |
| | 235873 | 214028 | -326988 | -12230 | 110683 |
| | | | | | |
| Unrestricted Fund | | | | | |
| General Fund | 33385 | 40776 | -21143 | 12230 | 65248 |
| | 33385 | 40776 | -21143 | 12230 | 65248 |