



NORTH WEST NETWORK

SAM Project

Final Report

October 2004



Voluntary and Community Sector Infrastructure – Development & Exemplar Projects, Local, Regional & Sub-Regional Early Spend Fund

“SAM will be an invaluable tool to use for volunteer involving organisations. Organisations working with volunteers do not always have the time to look at what they do and how they do it. As a manager I will certainly use SAM in conjunction with the built in support from North West Network.

This step by step manual is clear, colour coded and the language is plain and easy to understand.

SAM is flexible and can be used by organisations both large and small, it can be used in manageable “bite sizes”.

SAM makes the organisations look at itself and its policies and procedures. It is logical and covers planning for, recruitment, supporting volunteers and monitoring and evaluation.

As a member of the steering group, it was a pleasure to work with people from different organisations from the North West. The group worked extremely well together, and all our input was acted upon.

A ‘must have’ for any organisations working with volunteers.”

Barbara Bleeker
Chief Officer
Trafford CVS & VB

“I found being part of the SAM a very useful experience. As well as getting an understanding of some of the difficulties faced by organisations in recruiting and sustaining volunteers, it also gave me an opportunity to promote the difficulties BME communities face in accessing volunteering opportunities.

I believe that the SAM product will become essential reference for all organisations who want to make volunteering a valuable and rewarding experience for both the volunteers and the organisations.”

Siddika Ahmed
Network Development Manager
1 North West-Regional BME Network

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Executive Summary

North West Network (NWN) have successfully completed the Voluntary and Community Sector Infrastructure – Development & Exemplar Projects at Local, Regional & Sub-Regional Early Spend Fund Project: SAM (VCS:77) achieving all outcomes within budget and timescale of original plan (See Outcome Summary).

Each of the outcomes relate to the original programme Capacity Building criteria (ion)

Outcomes 1,2 & 3 the potential to make a direct difference / improve the quality and effectiveness of groups / individuals operating at a local / neighbourhood level

Outcomes 4 & 5 explore the opportunity / potential to build on / extend the capacity and effectiveness of infrastructure in an area or on a specific topic such as health / community safety etc.

Outcome 1: Develop a Self Assessment Manual

SAM Volunteer Management is a unique development aid which will be used as a development aid for volunteer involving organisations to increase the effectiveness of their volunteer programme and services. SAM Volunteer Management is divided into four colour coded manuals, contained within a case:

- Planning for Volunteers
- Recruiting and Selecting Volunteers
- Supporting Volunteers
- Monitoring and Evaluation

Outcome 2: SAM Consultation Group

NWN established a Consultation Group, representative of delivery and infrastructure organisations in the North West. The SAM Consultation Group helped steer SAM Volunteer Management by identifying barriers that exist to the development of organisations, Good Practice in Volunteer Management and the Compact codes.

Outcome 3: Further Development of Project Staff

SAM Volunteer Management will be delivered by NWN staff using coaching and facilitation techniques.

Good Practice

NWN have identified numerous areas of good practice in developing SAM Volunteer Management and consulting with the Voluntary Sector, adding to the value of the planned activity. (See Good Practice Summary)

Analysis of Need

Further analysis of the need for SAM Volunteer Management has assisted NWN to design a self assessment manual that removes the barriers that exist to the development of volunteer involving organisations. This is illustrated in the evaluation of SAM Volunteer Management.

Emerging Issues

Since the inception and completion of the SAM Project the following initiatives have arisen which may influence the delivery of SAM Volunteer Management:

- Futurebuilders
- Changeup
- Building Success – Volunteering England – Strategy for Volunteering Infrastructure in England 2004- 2014
- Investing in Volunteers

NWN has identified how SAM Volunteer Management relates to current and future trends within the voluntary sector.

Outcome 4: Develop and Implementation strategy

The Project has developed an Implementation Strategy which will set out ways of working with the voluntary and community sector, to roll out SAM Volunteer Management, that are inclusive to both local infrastructure and delivery organisations.

Outcome 5: Develop existing Funding strategy

The development of NWN SAM Project has identified three future activities to take NWN's Capacity Building Programme forward, listed below:

- Delivery of capacity building support to volunteer involving organisations
- Provide training to infrastructure organisations on how to use SAM Volunteer Management
- Development of a Funding SAM

The aim of the funding strategy is to inform NWN of the funding options that are available to implement these activities.

Conclusion

North West Network has a role to play in the sector wide quest for quality and performance improvement through its development and delivery of SAM Volunteer Management.

Outcome Summary

Original criteria	Project Outcomes	Summary of activity	Planned/above/below expectation
<p>Criteria 1: The potential to make a direct difference / improve the quality and effectiveness of groups / individuals operating at a local / neighbourhood level</p>	<p>Self Assessment Manual</p>	<p>Researched into development and performance improvement models, methods and quality standards</p>	<p>SAM has exceeded expectations. The success of the consultation process and the application of up to date management and coaching models has enabled North West Network (NWN) to produce SAM to a higher specification than proposed in NWN's original application.</p>
		<p>Good Practice taken from the Compact and Consultation Group</p>	
		<p>Identified Barriers to development and produced a specification for SAM Volunteer Management</p>	
		<p>Developed the style and content of SAM Volunteer Management Manuals.</p>	
		<p>Facilitated Consultation Group and outcome of evaluation acted upon</p>	
		<p>Designed and proof read SAM Volunteer Management</p>	
	<p>Consultation Group</p>	<p>Printed SAM Volunteer Management</p>	<p>The SAM Consultation Group and the consultation process have exceeded expectations.</p>
		<p>Publicised Consultation Group opportunity</p>	
		<p>Produced a Project Briefing for Consultation Group members</p>	
		<p>Designed experience and expectation questionnaire and analysed the returns</p>	
<p>Designed ICT audit and analysed results</p>			

		Consultation Group met 5 times during the SAM project	
	Further develop skill base of Project Staff	Defined training needs	Outcome achieved to expectation
		Researched into training opportunities	
		Training opportunities evaluated on need and budget	
	Staff enrolled in Coaching training		
Criteria 2: Explore the opportunity / potential to build on / extend the capacity and effectiveness of infrastructure in an area or on a specific topic such as health / community safety etc	Develop an Implementation Strategy	Agreement that there is a need for this project	Outcome achieved to expectation
		Tested manuals	
		Publicised development of SAM	
		Designed and distributed questionnaires to Consultation Group	
		Produced a database of potential user organisations	
	Develop existing Funding Strategy	Researched into potential funding sources	Outcome achieved to expectation
		Investigated funds for training local infrastructure to deliver SAM Volunteer Management	
		Produced a list of potential grants and funding bodies	

Good Practice Summary

Project Outcomes	Good Practice
<p>Self Assessment Manual</p>	<p>Accessibility Guidelines from the nationally recognised Crystal Clear Campaign have been followed to ensure that the language and font types used in SAM Volunteer Management are accessible to a wide range of people.</p> <p>The Compact NWN have, where possible, incorporated the Compact Codes of Good Practice (especially the Volunteering Code of Good Practice) into SAM Volunteer Management to ensure that volunteer involving organisations will be in a better position to work with public agencies in the future.</p> <p>Innovation NWN brought management and development models from the private and public sector to the voluntary sector, through the question style and structure used within SAM Volunteer Management.</p> <p>Removing Barriers NWN investigated the need identified in the SAM Projects original application in order to develop a Self Assessment Manual that will remove barriers to organisational development.</p> <p>Holistic In addition to help organisations evaluate their volunteering programmes; SAM Volunteer Management takes into account the perspective of the individual who is responsible for taking the development of volunteering forward within an organisation.</p> <p>Flexibility SAM Volunteer Management is made up of four small manuals instead of a single large manual. Organisations are able to start and complete a section, within any manual, in an order, that is most relevant to their needs and feel a sense of achievement.</p>

Consultation Group	<p>Openness The consultation process was open and honest. All suggestions made by the Consultation Group were taken into account, discussed with the individual/group and feedback given on its inclusion in SAM Volunteer Management.</p> <p>Ownership SAM Volunteer Management has been developed in collaboration with organisations and Individuals who will benefit from it and is design to their needs.</p> <p>Acknowledgement Each Consultation Group member (and their organisation) is acknowledged within each manual SAM Volunteer Management, the NWN newsletter, the SAM Project's mid term and final reports.</p> <p>Communication NWN ensured that it used appropriate means of communication and compatible ICT programmes that would allow Consultation Group members to take full part in the consultation process by undertaking an IT audit before the consultation process had started. NWN also made sure all information needed by the Consultation Group was received on time and was to a high standard.</p> <p>Understanding NWN ensured there was a clear understanding shared by the Group, establishing roles and responsibilities and ground rules during the early stages of consultation.</p> <p>Networking Consultation Group members had the opportunity to network during a lunch before every meeting and were encouraged to raise non-SAM related items in the AOB part of the meetings agenda.</p> <p>Further Development NWN added value to the Consultation process by sharing the benefits of recent developments within NWN with the Group. Consultation Group members are to receive free Outcomes training from NWN's Outcome Champion as part of the National Outcome Dissemination Programme.</p>
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<p>Further develop skill base of Project Staff</p>	<p>Innovation NWN is bringing cutting edge management and development techniques to the voluntary sector from the private and public sector</p> <p>Quality Assurance Organisations will be supported by qualified staff when completing SAM Volunteer Management</p>
<p>Develop an Implementation Strategy</p>	<p>Inclusive NWN will use methods that are inclusive, to roll out SAM Volunteer Management to both local infrastructure and delivery organisations</p>
<p>Develop existing Funding Strategy</p>	<p>Innovation NWN's has responded to further insight gained from undertaking the SAM project and has expanded the Funding plan for its wider capacity building programme; to include the development of an additional SAM (Self Assessment Manual) based around Fundraising and an initiative that will train localised infrastructure organisations within the North West region to use SAM with organisations in their area.</p>

Aim of report:

- To inform the stakeholders (GONW, Consultation Group Members and North West Network's [NWN] Management) of the project achievements towards outcomes stated in the original application.
- To record the activity and capture good practice of the SAM (Self Assessment Manual) Project for future developments of NWN Capacity Building Project. This will also contribute and inform the strategic direction of NWN's Volunteer Management Team.

Introduction

As part of NWN's Capacity Building Project, SAM Volunteer Management will be used as a development aid for volunteer involving organisations to increase the effectiveness of their volunteer programme and services. This will enable and empower volunteer involving organisations to:

- Improve their ability to recruit, manage and retain volunteers
- Comply with current legislation
- Improve their management of funding contracts and ability to obtain future funding
- Attain a greater level of sustainability by replacing cultures of 'fire fighting' with a culture of future planning

This will result in an improvement in the quality of service volunteer involving organisations offer to the community in which they work; this includes volunteers, service users and networks.

Using SAM Volunteer Management, organisations will begin to understand the Compact – Volunteering Code of Good Practice and be able to work towards meeting and implementing the suggested standards for volunteer involving organisations.

SAM Volunteer Management was produced by achieving the following outcomes:

- Production of Self Assessment Manual (SAM)
- Consultation Group
- Develop an Implementation Strategy
- Develop Existing Funding Strategy
- Further Development of Project Staff

For the purpose of this report SAM Project Outcomes are organised under the most relevant Voluntary and Community Sector Infrastructure Early Spend Fund Criteria:

Criteria 1:

The potential to make a direct difference / improve the quality and effectiveness of groups / individuals operating at a local / neighbourhood level.

Outcome 1: Production of Self Assessment Manual (SAM)

Outcome 2: Consultation Group

Outcome 3: Further Development of Project Staff

Criteria 2:

Explore the opportunity/ potential to build on / extend the capacity and effectiveness of infrastructure in an area or on a specific topic such as health / community safety

Further Development:

- **Outcome 4: Develop an Implementation Strategy**
- **Outcome 5: Develop Existing Funding Strategy**

“Working on S.A.M with North West Network and people from other agencies has been a pleasure, and very informative.

As the consultation group we have been involved and consulted at every step of the way and all our comments and recommendations have been looked at seriously and used if it was better for S.A.M.

I have also taken away ideas that I can use in my work with volunteers and their support meetings, and I’m sure when S.A.M is up and running it will be an asset to the groups and organisations that use it and are supported by North West Network.”

Karen Ashley
Routes to Employment

Criteria 1

The potential to make a direct difference / improve the quality and effectiveness of groups / individuals operating at a local / neighbourhood level.

Outcome 1: Production of a Self Assessment Manual

SAM Volunteer Management has exceeded expectations. The success of the consultation process and the application of up to date management and coaching models has enabled North West Network (NWN) to produce SAM Volunteer Management to a higher specification than proposed in NWN's original application. SAM Volunteer Management is more visually effective, flexible and user friendly than originally envisaged and has a design that pays greater attention to reducing the barriers that exist to development for both individuals and organisations.

The structure of SAM has become more specific towards Volunteer Management with other important issues such as funding, legislation, and policy and procedure included as cross cutting themes throughout SAM Volunteer Management.

SAM Volunteer Management is a unique development aid, that when combined with support from NWN, will assist organisations to develop by helping them assess the way they manage volunteers, why they manage them in a particular way and how the individual feels about their role within the process. SAM Volunteer Management will also assist organisations to review their awareness of current legislation and help them to consider how they manage funding contracts.

SAM Volunteer Management is divided into four colour coded manuals, contained within a case:

- Planning for Volunteers
- Recruiting and Selecting Volunteers
- Supporting Volunteers
- Monitoring and Evaluation

SAM Volunteer Management can also help individuals to move forward by helping them to learn from what they do well and apply it to areas they want to improve. SAM Volunteer Management goes back to basics, using clear language to ask questions directed at the individual. Important factors that influence a volunteer manager's work such as organisations background and values, individual feelings and working scenarios are addressed within each manual, in a thought provoking way

Organisations are able to start and complete a section, within any manual, in an order, that is most relevant to their needs. NWN will support organisations to use SAM Volunteer Management and help organisations to act on their findings and evaluate the effectiveness of their actions.

Summary of Activity

- Research undertaken into current development and performance improvement models, methods and quality standards from the Voluntary, Public and Private sectors.
- Good Practice taken from the Compact Codes of Good Practice and Consultation Group meetings.
- Identified barriers to development of volunteer involving organisations and used these to produce a specification for SAM Volunteer Management.
- Developed the style and content of SAM Volunteer Management Manuals using development models and methods, Good Practice from the Compact and Consultation Group, and design specification.
- Produced SAM Volunteer Management Manuals for Consultation Group to evaluate.
- Facilitated and serviced Consultation Group meetings to evaluate SAM Volunteer Management. Outcome of evaluation acted upon (See Outcome 2: Consultation Group for more details).
- Collaboration with printers and Consultation Group to design SAM Volunteer Management Manuals and case. Once final design agreed four stages of proof reading undertaken to ensure the quality of SAM Volunteer Management.

Activity in detail

The table below shows the activities of producing SAM Volunteer Management in more detail:

<p>Research</p>	<ul style="list-style-type: none"> • Research and analysis of Self Assessments • Research and analysis quality standards • Research of Coaching, Facilitation and Management Models
<p>Good Practice from the Consultation Group and Compact</p>	<ul style="list-style-type: none"> • Collated voluntary sector undertakings of the Compact codes of practice and organised into appropriate headings • Collated good practice statements taken from the Consultation Group and organised into appropriate headings • Good practice headings organised into SAM Volunteer Management Manuals • Collated barriers to individual and organisational development identified by consultation group along with ideas to reduce these barriers • Produced a specification for SAM Volunteer Management's layout, content and overall design based on the Consultation Groups feedback. Specification used to inform how SAM Volunteer Management should be

	designed and evaluated
Creation of SAM Volunteer Management manuals	<ul style="list-style-type: none"> • Research into Coaching, Facilitation and Management Models used to develop example styles of SAM Volunteer Management • Good practice statements from the Compact and Consultation Group incorporated into example styles of SAM Volunteer Management • Produced different styles of SAM Volunteer Management to be tested by NWN staff • Questionnaire style chosen • Crystal clear guidelines used to ensure the language and font used in SAM Volunteer Management is accessible • Drafts of SAM Volunteer Management manuals presented to the consultation group • Suggestions for improvement acted on and feedback to the Group
Printing	<ul style="list-style-type: none"> • Design brief created for printers from consultation group specifications and NWN design ideas • Introductory meeting to present brief to printers • Design consultations with printer • Design of SAM Volunteer Management Logo • Design of SAM Volunteer Management Case • Prototypes produced for presentation to Consultation Group • Feedback collated and presented to printers • Final designs and cost agreed with printers and 1st draft produced • 2nd draft produced after 1st Proof reading • 3rd draft produced after 2nd Proof reading • 4th draft Produced after 3rd Proof reading • Final draft produced and agreed after final proof reading • SAM Volunteer Management printed

Evaluation

SAM Volunteer Management was evaluated at each stage of its development by NWN staff and the Consultation Group. A clear system of monitoring and evaluation was developed to ensure that SAM Volunteer Management would meet the specifications laid down by the Consultation Group and NWN. NWN produced evaluation sheets that listed point by point the specifications in the Consultation Groups own words.

Evaluation sheets were completed for all sections/manuals of SAM Volunteer Management by the Consultation Group and NWN staff, after testing SAM Volunteer Management with the external organisations they support and within their own organisation.

At the mid point of the SAM Project, Consultation Group members were asked to evaluate how SAM Volunteer Management was progressing, comments from the group are featured below:

Quotes from Consultation Group Members

Is NWN SAM Volunteer Management living up to your expectations?

Comments:

- It will be a useful tool for organisations
- Well organised and should be easy to follow
- I thought this was a much needed and helpful resource, to be presented in a thoughtful, meaningful way – not just recycling past ideas. It has exceeded my expectations, mainly by how it has not lost its way or gone off on a tangent
- Better then expected – more involved and covering more areas

Will SAM meet the needs of volunteer involving organisations?

Comments:

- I think it will meet the needs of all organisations – good at prompting thought and allows for good development of plans
- It will help them (volunteer involving organisations) develop and grow into responsible organisations
- Yes, because many organisations (not all) need something which challenges their thought processes, but not in a threatening or confrontational way. The idea to improve must come from themselves
- Yes covers all the relevant areas

How is SAM different to other Self Assessment Manuals?

Comments:

- Open questioning style allows people to explore thoughts
- More then just another manual
- No pressure
- More accessible and easy to read
- It does not just pick bits and pieces from what already exists it is truly new
- Designed by the people who would use it

The Consultation Group's final evaluation of SAM Volunteer Management identified that the completed version fully met all but two areas of their original specification. These areas were recognised by the Group as either beyond the Project's means or became non applicable as SAM Volunteer Management has developed.

The following table shows the Consultation Group's final Evaluation of SAM:

Consultation Groups specification for SAM	Met	Part Met	Not Met	Comments
SAM.....				
Takes you from start to finish	<input checked="" type="checkbox"/>			
Can be used as an Induction tool	<input checked="" type="checkbox"/>			
Has Clear Benefits	<input checked="" type="checkbox"/>			
Is a Complete Guide Looking Internally	<input checked="" type="checkbox"/>			
Is a Guide to Development	<input checked="" type="checkbox"/>			
Is Flexible (for each Organisation)	<input checked="" type="checkbox"/>			
Could be a Starting Point for New Organisations or Individuals	<input checked="" type="checkbox"/>			
Can be used to Initiate New Developments and Ideas	<input checked="" type="checkbox"/>			
Provides a model for development	<input checked="" type="checkbox"/>			
Consultation Groups specification for Content				
Is in Plain English	<input checked="" type="checkbox"/>			
Is Not Complicated	<input checked="" type="checkbox"/>			
Is a Simple Guide	<input checked="" type="checkbox"/>			
Has Clear Contents	<input checked="" type="checkbox"/>			
Is Friendly	<input checked="" type="checkbox"/>			
Is Not huge	<input checked="" type="checkbox"/>			
Makes you look at yourself	<input checked="" type="checkbox"/>			
Consultation Groups specification for Design				
Is designed for all (e.g. Big print for Disability)		<input checked="" type="checkbox"/>		Recognise NWN did as much as it could to make SAM Volunteer Management designed for all, but producing it in brail and different Language was beyond the SAM project's means
Has a Clear Layout	<input checked="" type="checkbox"/>			

Is Colour Coded	<input checked="" type="checkbox"/>			
Is Not Lever Arch Files	<input checked="" type="checkbox"/>			
Lots of Pictures			<input checked="" type="checkbox"/>	Design prototypes with pictures viewed and SAM without pictures is preferred
Is Manageable/Bite Size	<input checked="" type="checkbox"/>			
Is Sectioned for Easy Access	<input checked="" type="checkbox"/>			
Could act as a Template/Translation	<input checked="" type="checkbox"/>			
Looks Good	<input checked="" type="checkbox"/>			
Is Easy to Use	<input checked="" type="checkbox"/>			

In addition to the final evaluation of SAM Volunteer Management, Consultation Group members highlighted that:

- SAM Volunteer Management had highlighted areas for improvement and areas of existing good practice in their organisation and in external organisations that had attempted draft versions.
- SAM Volunteer Management had enabled one member of the Consultation Group highlight to senior management in her organisation how further resources were needed for their volunteering programme.
- SAM Volunteer Management had been a useful tool to communicate the volunteer management procedures of one member's organisation to a newly recruited member of staff and identify gaps within their knowledge.
- SAM Volunteer Management was non threatening, easy for groups to understand and made the process of supporting organisations in their development easier.
- SAM Volunteer Management looks good - people would want to pick it up.

Constraints

NWN had envisaged that SAM Volunteer Management would feature individual manuals on funding and legislation. However due to time constraints within the project, funding and legislation are covered throughout each of the four manuals as cross cutting themes.

The accessibility of SAM Volunteer Management has been a major consideration in all stages of its development. NWN have used guidelines stated by the Crystal Clear campaign at each stage of SAM's design to ensure SAM Volunteer Management uses plain English throughout and its design (font size, colour scheme) is accessible to a wide range of people. However the time and budget constraints of the project has restricted NWN in producing a Self Assessment Manual that is accessible to some members of the community for example, the blind and for people who's first language is not English.

NWN will endeavour to produce SAM Volunteer Management in an alternative format that meets the needs of individual users, as and when they arise, and have clearly stated this within each Manual.

Good Practice

Accessibility

Guidelines from the nationally recognised Crystal Clear Campaign have been followed to ensure that the language and font types used in SAM Volunteer Management are accessible to a wide range of people.

The Compact

NWN have, where possible, incorporated the Compact Codes of Good Practice (especially the Volunteering Code of Good Practice) into SAM Volunteer Management to ensure that volunteer involving organisations will be in a better position to work with public agencies in the future.

Innovation

NWN brought management and development models from the private and public sector to the voluntary sector, through the question style and structure used within SAM Volunteer Management.

Removing Barriers

NWN investigated the need identified in the SAM Projects original application in order to develop a Self Assessment Manual that will remove barriers to organisational development.

Holistic

In addition to help organisations evaluate their volunteering programmes; SAM Volunteer Management takes into account the perspective of the individual who is responsible for taking the development of volunteering forward within an organisation.

Flexibility

SAM Volunteer Management is made up of four small manuals instead of one big one. Organisations are able to start and complete a section, within any manual, in an order, that is most relevant to their needs and feel a sense of achievement.

Outcome 2: Consultation Group

NWN established a Consultation Group, representative of delivery and infrastructure organisations in the North West, to review and evaluate its Self Assessment Manual. Consultation Group members were:

Siddika Ahmed	1North West
Karen Ashley	Routes to Employment
Barbara Bleeker	Trafford Council for Voluntary Service
Cathy Jackson	North West Volunteering Forum
Shona Murphy	Chorlton Workshop
Dorothy Shears	Hyndburn & Ribble Valley CVS
Sue Vickers	Volunteer Centre Tameside
Elaine Wood	Calico Housing, Burnley

The SAM Consultation Group and the consultation process have exceeded expectations. The Group's collective experience and personalities strengthened SAM Volunteer Management's design and future application by:

- Identifying the barriers that grass root organisations face in self assessment and development, and evaluating how SAM Volunteer Management's design removes these barriers.
- Identifying areas of good practice that informs the content of SAM Volunteer Management.
- Informing strategy for implementing SAM Volunteer Management.
- Ensuring SAM has a generic application amongst volunteer involving organisations.
- Ensuring SAM Volunteer Management has an application amongst Black and Ethnic Minority volunteer involving organisations.
- Making suggestions on the general content and design of SAM Volunteer Management at every stage of its development.
- Testing the need for SAM Volunteer Management and NWN's Capacity Building Project.
- Supporting NWN staff throughout a very challenging project.

Summary of Activity

- Publicity for Consultation Group members distributed to 1200 organisations through NWN newsletter, email bulletins and website.
- Informed people expressing an interest in joining the Consultation Group by producing a Project Briefing sent via email and through telephone conversation.
- Information taken from potential members to inform NWN on the dynamics of the group to ensure the facilitation of the Consultation Group was inclusive:
 - Personal motivations and expectations
 - ICT audit of each member to ensure each organisation can contribute to the development of SAM Volunteer Management by email
- Consultation Group met five times during the SAM project.

Activity in detail

The table below shows the activities of the Consultation Group in more detail:

<p>Meeting 1: May</p>	<ul style="list-style-type: none"> • Explanation of SAM's aims and objectives • Consultation Group identified the barriers to self assessment/ development • Consultation Group identified areas of good practice organisations need to be aware of • Attendees made a verbal commitment to joining SAM Consultation Group • Agreed roles and responsibilities of consultation group and NWN
<p>Meeting 2: June</p>	<ul style="list-style-type: none"> • Presented statements of good practice from Consultation Group and Compact undertakings • Presented format of SAM/ section headings • Presented Supporting Volunteers section to consultation group • Improvements suggested by the group
<p>Action between meeting 2 and 3:</p>	<ul style="list-style-type: none"> • Evaluation for meeting 2 completed by Consultation Group • NWN made amendments and feedback on Consultation Group suggestions
<p>Meeting 3: July</p>	<ul style="list-style-type: none"> • Agreed 1st draft of Supporting Volunteers section • Agreed statements of good practice and format of SAM Volunteer Management • Presented Planning for Volunteers, Recruitment and Selection to Consultation Group • Improvements suggested by the Group • Evaluated SAM Volunteer Management and Consultation process so far
<p>Action between meeting 3 and 4:</p>	<ul style="list-style-type: none"> • Evaluation for meeting 3 completed by Consultation Group • Monitoring and Evaluation section distributed to the group • Areas of improvement from Monitoring and Evaluation section identified by Consultation Group • NWN made amendments and feedback on Consultation Group suggestions
<p>Meeting 4: September</p>	<ul style="list-style-type: none"> • Agreed 1st Draft of Planning for Volunteers, recruitment and Selection and Monitoring and Evaluation

	<ul style="list-style-type: none"> • Consultation Group gave feedback on design prototypes • Implementation Strategy discussed by Consultation Group • SAM Volunteer Management mid project report presented to the group
Action between meeting 4 and 5:	<ul style="list-style-type: none"> • Consultation Group completed SAM Implementation Strategy questionnaires • Approval of final draft to go to print
Meeting 5: October	<ul style="list-style-type: none"> • SAM Volunteer Management distributed to Consultation Group • Investing in Volunteers discussed • Implementation Strategy discussed by Consultation Group • Celebration and thank you event held

“It has been a really useful experience being part of the SAM group. I have been able to meet and debate with colleagues representing voluntary organisations from around the North West region.

The evaluation of each of SAMs sections has been useful - since they have allowed me some time to reflect on my own performance, and that of the organisation which I am currently working. An interesting issue was raised regarding volunteers within our organisation. As a person actively involved with residents and the wider community; my view of residents has been very different than the view of my work colleagues.

SAM raised that issue, and encouraged further debate and discussion. SAM will be useful in the future for assisting work colleagues to assess the needs and experiences of tenant volunteers. It is my aim to encourage this use - once a full version of the documents have been published.”

Elaine Wood
Calico Housing Regeneration Worker

Evaluation

NWN's facilitation of the consultation was monitored and evaluated throughout the SAM Project, members were asked about their expectations before joining the Consultation Group, how NWN had met their expectations at the mid point and on completing the project. Comments made by the Consultation Group at the mid point of the project are featured below:

Quotes from the Consultation Group members

What do you think of the SAM consultation process?

Comments:

- Discussions have been thought provoking
- I found it useful, interesting and a pleasure to be involved in
- Very Productive
- Excellent
- The process has been first class. We get info prior to meetings, tasks to be achieved in between meetings with deadlines, reminders of the meetings. At meetings themselves we are truly treated well, our opinions/views respected and taken on board
- Didn't expect to be consulted so thoroughly
- Really good

Are there any differences to how you have been consulted in the past?

Comments:

- Yes – opportunities for open and honest debate, yet positive comments made
- Better and fully engaged
- Just better all round
- More in depth than before

How could the consultation process be improved?

Comments:

- No, good time has been allowed for feedback on separate sections. Group has had plenty of debate regarding issues. Group has consisted of members from different geographic areas and specialities of work
- I think the group has been well received and accommodated in all areas
- No perfect
- I can't think of anything that hasn't been acted on

The SAM Consultation Group were asked to evaluate NWN's performance in delivering the consultation in comparison to the expectations of the group at the beginning of the process, and NWN evaluated the Consultation Group's performance:

Expectations of NWN	Met	Part Met	Not Met	Comments
Recruit Consultation Group members	<input checked="" type="checkbox"/>			
Facilitate meetings	<input checked="" type="checkbox"/>			
Have realistic expectations of Consultation Group members (timescale and commitment)	<input checked="" type="checkbox"/>			
Ensure information is distributed within agreed timescales	<input checked="" type="checkbox"/>			
Listen and respond to advice	<input checked="" type="checkbox"/>			
Produce and amend design and content of SAM	<input checked="" type="checkbox"/>			
Inform Consultation Group Members at each stage of development	<input checked="" type="checkbox"/>			
Value each members input and ensure Consultation Group meetings are inclusive	<input checked="" type="checkbox"/>			
Encourage networking	<input checked="" type="checkbox"/>			
Acknowledge the contribution of the Consultation Group	<input checked="" type="checkbox"/>			

Evaluation of benefits to Consultation group members

Expected benefits to group members	Met	Part Met	Not Met	Comments
The publicity gained from being part of a government funding initiative.	<input checked="" type="checkbox"/>			
Full acknowledgement will be given to your organisation within NWN SAM and through publicity during its future application	<input checked="" type="checkbox"/>			
Networking opportunities with other local and regional networks and organisations	<input checked="" type="checkbox"/>			
The knowledge gained from the process of writing a Self Assessment Manual	<input checked="" type="checkbox"/>			
The use of the Manual within your organisation with support from NWN	<input checked="" type="checkbox"/>			

Evaluation of Consultation group by North West Network

NWN's Expectation of Consultation Group	Met	Part Met	Not Met	Comments
Attend Consultation Group meetings	<input checked="" type="checkbox"/>			
Act as a think tank by bringing a range of expertise and perspectives on volunteer management and organisational development	<input checked="" type="checkbox"/>			
Provide an insight into the needs of volunteer involving organisations	<input checked="" type="checkbox"/>			
Take a realistic account of SAM content, the timescale of the project and the resources available	<input checked="" type="checkbox"/>			
Advise and make recommendations on the design and content of SAM	<input checked="" type="checkbox"/>			
Contribute (where possible) to the stage by stage development of SAM within given timescales	<input checked="" type="checkbox"/>			
Value each members input and ensure Consultation Group meetings are inclusive	<input checked="" type="checkbox"/>			
Have an input into the implementation strategy	<input checked="" type="checkbox"/>			

In addition to the final evaluation of SAM Consultation Group members highlighted that:

- The Group had benefited from networking opportunities and a number of members have contacted each other outside of consultation meeting with regards to their own organisations work.
- One consultation member's organisation had been approached due to publicity gained through SAM in the form of NWN's newsletter.
- Being part of the consultation process had helped them to either improve or refresh their knowledge of volunteering.
- The Group would like to continue to meet in some capacity, and are to with attend outcomes training from NWN as a group.
- All Group members have said that they would work with NWN again.

Constraints:

Time was a large constraint on the consultation process and limited the amount of consultation could take place during Group meetings.

NWN identified this at the beginning of the SAM Project and took action to allow some of the consultation to take place electronically:

- ICT Audit to test compatibility of Consultation Group IT systems.
- Evaluation sheets produced to ensure consistency in feedback from the group.
- Agreed ground rules (e.g. 5 days time between when a piece of work was distributed and the deadline for its return).

“Being part of the ‘S A M’ consultation group with the NW Network has been a productive, enjoyable and thought provoking experience. Even although I have been part of the VCS in the North West Region for over 15 years, my knowledge of the various aspects of the volunteering process has grown considerably.

This project has been beneficial for the Adult Education Centre that I work with as well as my own personal development.

The ‘S A M’ Project was needs led and action orientated from beginning to end and will enable organisations to improve, review or kick-start the volunteering elements of their work. Enjoy!”

Shona Murphy
Project Director – Chorlton Workshop

Good Practice

Openness

The consultation process was open and honest. All suggestions made by the Consultation Group were taken into account, discussed with the individual/group and feedback given on its inclusion in SAM Volunteer Management.

Ownership

SAM Volunteer Management has been developed in collaboration with organisations and Individuals who will benefit from it and is design to their needs.

Acknowledgement

Each Consultation Group member (and their organisation) is acknowledged within each manual SAM Volunteer Management, the NWN newsletter, the SAM Project's mid term and final reports.

Communication

NWN ensured that it used appropriate means of communication and compatible ITC programmes that would allow Consultation Group members to take full part in the consultation process by undertaking an IT audit before the consultation process had started. NWN also made sure all information needed by the Consultation Group was received on time and was to a high standard.

Understanding

NWN ensured there was a clear understanding shared by the Group, establishing roles and responsibilities and ground rules during the early stages of consultation.

Networking

Consultation Group members had the opportunity to network during a lunch before every meeting and were encouraged to raise non-SAM related items in the AOB part of the meetings agenda.

Further Development

NWN added value to the Consultation process by sharing the benefits of recent developments within NWN with the Group. Consultation Group members are to receive free Outcomes training from NWN's Outcome Champion as part of the National Outcome Dissemination Programme.

Outcome 3: Further Development Of Project Staff

Outcome achieved to expectation.

As identified within the SAM Projects' original application, it is imperative that NWN staff have the appropriate skills to deliver SAM Volunteer Management to organisations. When supported through SAM Volunteer Management, organisations will be empowered to evaluate their own performance and discover their own solutions to problems or ways to improve their volunteer programmes through coaching and facilitation techniques.

As part of the SAM Project NWN has procured training in coaching techniques for 2 members of North West Network staff. Staff will receive accreditation from the Coaching Course in December 2004.

Activity

- Defined training needs.
- Researched into training opportunities.
- Training opportunities evaluated on need and budget.
- Certificate in Coaching, The Centre for Coaching, London.
- 2 Members of North West Network staff enrolled in Coaching training, accreditation to be received in December 2004.

Constraints

Accredited Coaching courses are more expensive than envisaged when creating the Project budget. NWN chose the option that had most value to the SAM Project - The Centre for Coaching's course - which is within the projects budget, offered a high level of quality training and nationally recognised accreditation.

Good Practice

Innovation

NWN is bringing cutting edge management and development techniques to the voluntary sector from the private and public sector

Quality Assurance

Organisations will be supported by qualified staff when completing SAM Volunteer Management

Criteria 2: Further Development

Explore the opportunity/ potential to build on / extend the capacity and effectiveness of infrastructure in an area or on a specific topic such as health / community safety

NWN has, through out the SAM Project, explored the opportunity and the potential to roll out SAM Volunteer Management to volunteer involving organisations and infrastructure organisations by achieving the following outcomes:

- Develop an Implementation Strategy
- Develop existing Funding Strategy

Analysis of Need

NWN identified, within its original application, that the SAM Project aimed to address the need for volunteer involving VCS Organisations to increase their effectiveness in:

- Engaging and sustaining community participation in voluntary activity, managing funding contracts, complying with legislation, and achieving long term sustainability and improving the quality of services through long term planning.

The SAM Project's Consultation Group supported this and agreed that the production of a self assessment manual would address the need in order to assist the development of volunteer involving organisations.

NWN and the Consultation Group analysed:

- Why there is still a need for SAM Volunteer Management when initiatives that aim to improve the performance of volunteer involving organisations (e.g. Quality Standards) already exist?

The Consultation Group suggested that there were barriers to using quality standards and self assessment in the development of volunteer involving organisations.

In order to produce a self assessment that meets the identified need the Group was asked:

- What the barriers are to organisations developing?

A list of the barriers to development of Voluntary Sector Organisations is identified by the Consultation Group, features on page 32.

This list was used by NWN and the Consultation Group to design a self assessment manual that removes the barriers that exist to the development of

volunteer involving organisations as illustrated in the evaluation of SAM Volunteer Management.

With the support from NWN, organisations can be guided through the development process in friendly, easy to use non threatening way.

“I have been involved with "SAM" from its conception to the present time and it feels like seeing a baby born, grow and be ready to fly the nest!.

SAM has been developed by people who have worked with volunteers and the voluntary sector for many years.

It has been designed by people who know how precious our time is and how difficult assessment can be, so at long last, something that will make our job as volunteer managers simpler, less time consuming and easier to manage.

If you are looking for a user friendly tool to make your life less complicated, then look no further!”

Sue Vickers
Volunteer Centre Tameside

Barriers to development for Voluntary Sector Organisations identified by the Consultation Group

What difficulties do organisations have with regards to development?

- Understanding what development is
- Time
- Funding
- Staff
- Resources
- Apathy
- Will
- Not seeing the benefits
- Not Monitoring
- Ad Hoc
- Being reactionary
- Isolation
- Don't have Tools
- Don't have information
- Skills
- Lacking in Foresight
- Isolation
- Happy to plod along
- Convinced they are doing a good job already
- Bureaucracy
- High Turnover of Staff
- No Point
- Negativity
- No Motivation
- Fear of Change
- Keeping Power
- Lack of Support
- Culture
- Information
- No Direction/Procedures

What are the bad things of current Self Assessment Manuals?

- More Paperwork!
- More Pressure!
- Boring
- Scared of finding out the truth
- Imposed Upon
- De-motivating
- Don't see the benefits
- Just a Tick Box
- Doesn't lead to anything
- If people don't want to use it
- Not Truthful
- Here we go again another thing giving lip service

Emerging Issues

Since the inception and completion of the SAM Project a few initiatives have arisen which may influence the delivery of SAM Volunteer Management.

They are:

- Futurebuilders
- Changeup
- Building Success – Volunteering England – Strategy for Volunteering Infrastructure in England 2004- 2014
- Investing in Volunteers

Futurebuilders

During the delivery of the SAM Project NWN was selected to be a Futurebuilders organisation developer. Round one of the application process for organisations wanting development funding from Futurebuilders has now closed.

Futurebuilders will identify organisations that need extra development support and match them to a relevant organisation developer. It is envisaged that SAM Volunteer Management could be used in NWN's role as an organisational developer.

Change up and Building Success

NWN, as a regional infrastructure organisation, has the ability to plug gaps and compliment/assist local infrastructure in areas of greatest capacity building needs, due to lack of resources, by directly supporting infrastructure and volunteering involving organisations.

NWN can also support local infrastructure organisations that are fully resourced by offering a training programme on how to use SAM Volunteer Management to benefit the organisations they support.

The National Outcomes Dissemination Programme

The Charities Evaluation Services are currently running the National Outcomes Dissemination Programme and have recruited people from voluntary sector infrastructure organisations, to work with local voluntary and community organisations on their outcomes. A member of staff from NWN was successfully recruited and is now one of the outcomes champion for the North West.

NWN is aware that funders are increasingly asking organisations to monitor and report on their outcomes. An outcomes approach can also be a central part of the organisational planning and development process, keeping voluntary sector organisations focused on achieving their core aims. SAM Volunteer Management Planning Manual compliments an outcome driven approach by asking questions

to help organisations revisit what they were set up to do or want to do and how they are going to do it, in a friendly, non threatening, thought provoking way.

SAM Project Consultation Group members will be the first group to receive outcome training. It is envisaged that all organisations who receive support from NWN, using SAM Volunteer Management, will have the added value of attending outcome training and be in a better position to apply for outcome driven funding.

Investing in Volunteers

Volunteering England, of which NWN is a member, launched in October 2004 Investing in Volunteers (IiV), a quality standard for organisations who involve volunteers, which NWN supports.

NWN presented the principles of IiV to the Consultation Group members and asked for their feedback as to the similarities and differences of SAM Volunteer Management. Some of the Group's comments are shown below:

Similarities

- Raises standards
- Volunteer Management content
- Self Assessment format

Differences (with reference to SAM Volunteer Management)

- No wrong answers
- Not a quality standard therefore not judged
- A free service
- It is about how you do something and not the knowledge of how to do it, a more honest approach
- Non threatening
- Fully supported through the manual
- Can start and finish at any time
- Small section manuals to work through

NWN SAM Volunteer Management is not a quality standard and was never intended to be. It is an aid to assist volunteer involving organisations onto the first rung of the ladder towards development or to give an organisation confidence to seek a quality mark.

Not all volunteer involving organisations are in a position or have the confidence to go for Quality Standards. Organisations who want to improve but require more guidance and support could be isolated by Quality standards. SAM Volunteer Management is designed to bridge this gap

SAM Volunteer Management will compliment IiV and will not be used as an alternative to it.

It is vital that through the implementation process, NWN educate the supported organisations to recognise the difference between SAM Volunteer Management, liV and other quality standards and how they can compliment each other.

Outcome 4: Implementation Strategy

Outcome achieved to expectation.

The Project has developed an Implementation Strategy sets out a way of working with voluntary and community sector to roll out SAM Volunteer Management.

It has informed NWN on how to approach and collaborate with infrastructure organisations to ensure that SAM Volunteer Management is seen as an opportunity and not a threat and by doing so plug gaps in weaker areas and avoid duplication in areas with strong infrastructure.

Activity

- At the first consultation group meeting NWN obtained agreement from the group members, who are made up from infrastructure and local delivery organisations, that there is a need for this project.
- The Consultation Group tested individuals' manuals on themselves and with other external agencies.
- NWN produced articles on the development of SAM Volunteer Management in four of it's Newsletters distributed to 1200 organisations throughout the North West.
- NWN designed questionnaires to obtain feedback from the Consultation Group members on organisations they are aware of in their local/regional area (See Appendix 1).
- Produced a database of organisations who have expressed an interest to use SAM Volunteer Management.
- Research into current and future trends in the voluntary sector.

Findings

NWN is ready, subject to further funding, to roll out SAM Volunteer Management.

The findings listed below form the basis of NWN Implementation Strategy:

- NWN have a detailed list of potential partners and users of SAM Volunteer Management
- NWN have a list of local delivery and infrastructure organisations who have already expressed an interest who have contacted NWN directly
- NWN will use methods to roll out SAM Volunteer Management that are inclusive to both local infrastructure and delivery organisations, complimenting existing volunteering infrastructure by:

- Developing volunteer involving organisations in areas where the support services have little resources. NWN will link supported organisations back to their local infrastructure support organisation at appropriate stages in the development process.
 - Training volunteering infrastructure organisations to deliver SAM Volunteer Management where support services have adequate resources.
-
- NWN found that SAM Volunteer Management can benefit not just traditional support services but other capacity building/infrastructure organisations, for example housing associations tenants schemes.
 - SAM Volunteer Management is unique and marketable. The concept can be adapted to cover other areas of development such as funding.
 - NWN's Capacity Building Programme will link up with NWN's outcome champion, giving added value to support organisations.
 - The Consultation Group will be the first organisations to receive training in delivering SAM Volunteer Management in early 2005.
 - NWN will educate organisations it supports to recognise the difference between SAM Volunteer Management, liV and other quality standards and how they can compliment each other.

Good Practice

Inclusive

NWN will use methods that are inclusive, to roll out SAM Volunteer Management to both local infrastructure and delivery organisations

Outcome 5: Develop Existing Funding Strategy

Outcome achieved to expectation.

The aim of the funding strategy is to inform NWN of the funding options that are available to implement NWN's Capacity Building Programme using SAM Volunteer Management.

Activity

- Researched into what funds are available to roll out NWN capacity building project using SAM Volunteer Management.
- Investigated the feasibility of development funding to assist local delivery organisations in rolling out SAM Volunteer Management.
- Investigated the funding possibilities of rolling out SAM Volunteer Management by devising a training programme for infrastructure organisations.
- NWN has a list of grants and funding bodies and has eliminated funds for which SAM Volunteer Management doesn't fit the criteria.
- NWN successfully applied to become a Futurebuilder organisation developer.
- NWN have become part of the National Outcomes Dissemination Programme with one member of staff trained as an outcome champion.
- NWN held monthly management meetings to discuss funding strategy

The development of NWN SAM Project has identified three future activities to take NWN's Capacity Building Programme forward, listed below:

- Delivery of capacity building support to volunteer involving organisations
- Provide training to infrastructure organisations on how to use SAM Volunteer Management
- Development of a Funding SAM

NWN has investigated various options of how these future activities could be funded:

Ideal option

Obtain funding for all three above activities as a complete project. This is the preferred option to implement SAM Volunteer Management and NWN's Capacity Building Project, the service would be free to all volunteering involving organisations (including infrastructure organisations) throughout the North West. However, this option could prove the most difficult to fund due to the size of grant needed.

Second option

Obtain funds to deliver one or more of the future activities in geographic and/or thematic areas. This service would be free (depending on the funding constraints) to volunteering involving organisations (including infrastructure organisations) within the North West. This option is less desirable than the previous option, the service would not have the generic application as intended, due to possible funding constraints. However, it may be easier to fund.

Third option

To deliver any of the future activities on a consultancy basis. This option is least desirable as there would be a charge for this service.

Next Steps

An embargo has been put on SAM Volunteer Management until January in order to obtain funds and to produce a plan to devise training for the Consultation Group to use SAM Volunteer Management.

A funding application to the Big Lottery Fund is almost completed and will be submitted by the end of November.

NWN will be in communication with their outcome champion to investigate ways in which outcome training can be included within the capacity building programme (e.g. marketing, funding, project planning).

NWN will be looking at ways the capacity building programme can link into government framework's such as the Change Up programme.

NWN is registered as a Futurebuilder organisation developer and is awaiting organisations contacting NWN for assistance.

NWN will continue to source and apply for relevant funding opportunities for all activities.

Good Practice

Innovation

NWN's has responded to further insight gained from undertaking the SAM project and has expanded the Funding plan for its wider capacity building programme; to include the development of an additional SAM (Self Assessment Manual) based around Fundraising and an initiative that will train localised infrastructure organisations within the North West region to use SAM with organisations in their area.

Conclusion

SAM Volunteer Management's success was due to the shared vision, purpose and effective joint working of NWN and the Consultation Group.

The SAM Project was born out of NWN understanding the need for volunteer involving organisations to increase their effectiveness and the lack of knowledge and enthusiasm that exist towards development.

SAM Volunteer Management was not designed in isolation it was designed by volunteer involving organisations for volunteer involving organisations to aid and encourage development.

SAM Volunteer Management is not a quality standard manual and will not give out a quality mark. SAM Volunteer Management is about allowing individuals/organisations time to think and is designed to be thought provoking. SAM Volunteer Management will assist organisations to highlight areas in which they do well and areas in which they can improve, which in turn will raise the standards of the organisation supported by NWN.

The proposed methods for delivering SAM Volunteer Management are designed to be inclusive to all local infrastructure and volunteer involving organisations. NWN also believes that its plans to implement SAM Volunteer Management compliment and support current government and voluntary sector initiatives.

North West Network has a role to play in the sector wide quest for quality and performance improvement through its development and delivery of SAM Volunteer Management.

“SAM Volunteer Management will be a tremendous help to people who are responsible for volunteers. It will take them through aspects of their role at their own pace assisting their personal development along the way. The great thing is that you won't have to wait until you have finished the whole of SAM to see benefits.

Each section has been designed so that it can be completed to fit in with your own needs. The fact that SAM has been developed by experienced people who know what they would want from SAM, makes this a practical and useful way to assess how your volunteers are managed, the self confidence to continue or assistance to make improvements. SAM isn't just about knowing how to manage volunteers but how to put this into practice every day.”

Cathy Jackson
North West Volunteering Forum

“As a manager of a Volunteer Centre I know how difficult it is to find the time to re assess how we work and look at systems that we have been using for years. What's the saying ' If it isn't broken don't fix it' however to keep up with the changing face of volunteering this is something we need to do to continue to offer a quality service to our volunteers and our clients. If only someone would come up with a simple to follow and user-friendly manual to help us do this I for one would welcome this. Well here it is SAM, an easy to follow, user friendly manual that you can use as and when you do find that time to look at the service you offer to your volunteers and your clients.”

Dorothy Shears
Senior Coordinator
Volunteering Development Project

APPENDIX: 1 IMPLEMENTATION QUESTIONNAIRES

Implementation Strategy

To develop an implementation strategy which will set out a way of working with voluntary and community sector to roll out SAM Volunteer Management.

How NWN intends to do this?

- To consult with Voluntary and Community Sector infrastructure organisations within the North West to identify areas of highest need (geographic and thematic)
- To find ways in which the SAM project can collaborate with existing infrastructure organisations to avoid duplication in areas with strong infrastructure, plugging gaps in weaker areas.
- To use different/ appropriate approaches when consulting or introducing SAM to other organisations.
- To consult organisations representing or working with marginalized communities in order to identify areas of highest need for the service, both in a geographic and thematic context.

How can the consultation group help?

By filling in the table which will give NWN a starting point to move forward.

What information NWN are looking for within the table headings

Contact details

Name of organisations and contact details if you have them

Organisation Details:

Information on the organisation – who do they work with – users/client group, are they direct deliver, capacity building org, infrastructure etc Are they big players in your area with regards to volunteering development

Area

Area in which they work local, regional, national – name local area

Similarities

What has the SAM Project (capacity building/development of organisations) got in common with the organisation you have named?

Differences

How is the SAM project different? (I.e. face to face work instead of information giving uses self assessment etc)

Relationship

What is your relationship to this organisation? (I.e. partners in your project, part of a network you belong, on your management group, work in the same area)

GAPS Are there any gaps in your area in which you feel SAM Project can help and why? (i.e. BME, disabilities, no CVS or VB)

Approach

How should we approach infrastructure organisations to ensure SAM and NWN comes across as non threatening? What information should we tell organisations about SAM?

