



(Voluntary Organisations for Young People and Children in Devon)

“Making a difference” The VOYC Strategic Plan 2020-2025.

VOYC Devon (Voluntary Organisations for Young People and Children in Devon) is an independent organisation that provides infrastructure (connection through communication) for those not for profit organisations and groups that work with and for young people and children in Devon.

The current membership (January 2020) comprise

- 18 network organisations
e.g. Devon Scouts, Devon Pre-school Learning Alliance, Army Cadets
- 245 local not for profit organisations
e.g. youth clubs, specialist activity groups,
- 55 associate organisations
e.g. Ivybridge Town Council, Devon Communities Together, Exeter CVS

Across our membership there are over 2000 local settings through which work with children and young people is delivered, covering all areas of Devon County Council. If each setting had 20 young people attending (which we believe is an under- estimate, then they would be working regularly with over 40,000 children and young people or 1 in 4 of the Devon population. (The Devon Joint Strategic Needs Assessment (JSNA) 2018¹ tells us that there were 162,879 children and young people within the 0 -19 age range at the time it was completed).

VOYC VISION

Making a difference to the lives of children and young people in Devon.

VOYC AIMS

VOYC will champion and strengthen the informal learning offer of the not for profit Children and Young People Organisations in Devon by:

- Promoting good practice, efficiency and effectiveness of not for profit organisations working with or for children and young people up to 25 years of age.
- Providing timely and relevant information and advice in all aspects of work with children and young people.
- Vigorous representation at all appropriate levels, of the interests of its members in the furtherance of their work with children and young people.

WHAT DOES VOYC DO?

- provides members with support through information and advice in all aspects of work with children and young people,
- delivers safeguarding and other relevant training,
- develops and sustains local youth networks so that youth organisations can share good practice, resources and expertise,
- disseminates up to date and relevant information via online newsletters and via posts on Facebook and Twitter
- is a voice for the not for profit children and young people sector in Devon.

¹ Devon County Council JSNA 2018 <https://www.devonhealthandwellbeing.org.uk/jsna/profiles/community-profile/?areaCode=E10000008>

THE VOYC VALUES:

Participation – we recognise that when those in a community (children and young people, adults and community groups) are involved in a project, service design or delivery that they will have ownership of it and the decision making process.

Quality – we will strive for excellence in the delivery of our services and activities.

Connected – we will work with others through local and regional cross-sectoral links and partnerships to enhance opportunities for VCS organisations working in Devon.

Forward looking – we will recognise the need for continual review and improvement.

Impact focused – we believe that success is measured by outcomes, and will seek to deliver results that benefit both individuals and the community.

EXTERNAL REVIEW

VOYC will try to keep up to date on the impact of the ~~formation of a new conservative~~ government in December 2019. This will include following progress on the recent Department for Digital, Culture, Media & Sport consultation on the Statutory Guidance Review for Local Authorities on providing youth services that closed in November 2019. In addition to this we are aware of the announcement of the new Youth Investment Fund by the Chancellor (a new £500m Youth Investment Fund) in September 2019 is to support a number of youth initiatives. We will with our partners follow these and other national initiatives to ensure that where ever possible children and young people in Devon benefit from these.

DYS Space with support from a range of partners including VOYC Devon was successful with their bid to provide the Devon County Council Youth Service contract for the period 2020 – 2025. This contract includes our provision of infrastructure support for the not for profit youth sector. This will enable VOYC to further develop the partnership with Space formed in 2017 that has achieved the successful delivery of the previous contract.

The Devon Children and Families Partnership (DCFP) was established on 1 July 2017 when the functions of the Devon Safeguarding Children Board (DSCB) and the Children, Young People and Families Alliance (Alliance) were merged. The aim of the DCFP is to help children and families to be more resilient, strengthen relationships and build social connections and be committed to working together. VOYC currently represents the not for profit sector on a number of the DCFP sub groups / working groups.

INTERNAL REVIEW

VOYC Devon has 1.2 FTE members of staff and a Board of Trustees drawn from member organisations plus co-options. The organisation's income in 2018/19 was c£40,000 of which approximately two thirds was grant funding from DYS Space with the other significant income being from the organisation's training programme (c25%) – an income stream that has remained steady in recent years.

Feedback from a recent member survey in October 2019 has informed this document. We received 57 completed forms from the 237 local member organisations (24%). The feedback from member organisations gave VOYC an overall satisfaction figure of 88.2% with Practical Help and Safeguarding being recognised our most valued services.

LOOKING TO THE FUTURE

- The Trustees vision is that VOYC should remain as an independent infrastructure body;

- VOYC should look to collaborative working with partners in order to better fulfil its purposes, while remaining as separate organisation;
- There is now some certainty in terms of income with the award of the Youth Service Contract from 1st April 2020 (subject to negotiations) to Space for up to five years.
- The current CEO has indicated that he will be retiring in the summer of 2021 which gives the opportunity to look at and implement a fit for purpose staffing structure.
- There is some indication that there may be additional Government funding to support work with young people for the first time for many years. a changing landscape of and for Infrastructure organisations;

MEASURING OUR IMPACT

VOYC has been using the NCVO Infrastructure Programme (VIP). This is a framework and tools that have been developed for use by any organisation that exists to connect, support and represent a group of organisations in a sector. This is specific to Infrastructure Organisations and can be used to demonstrate the difference VOYC makes to the groups / organisations it works with.

Appendices:

Appendix One: TRUSTEE SWOT ANALYSIS (REVISED IN JANUARY 2020)

Appendix Two: VOYC STAKEHOLDER POWER / INTEREST MATRIX (REVISED FEBRUARY 2020)

Appendix Three: PRIORITIES AS AGREED BY THE TRUSTEES IN JANUARY 2020

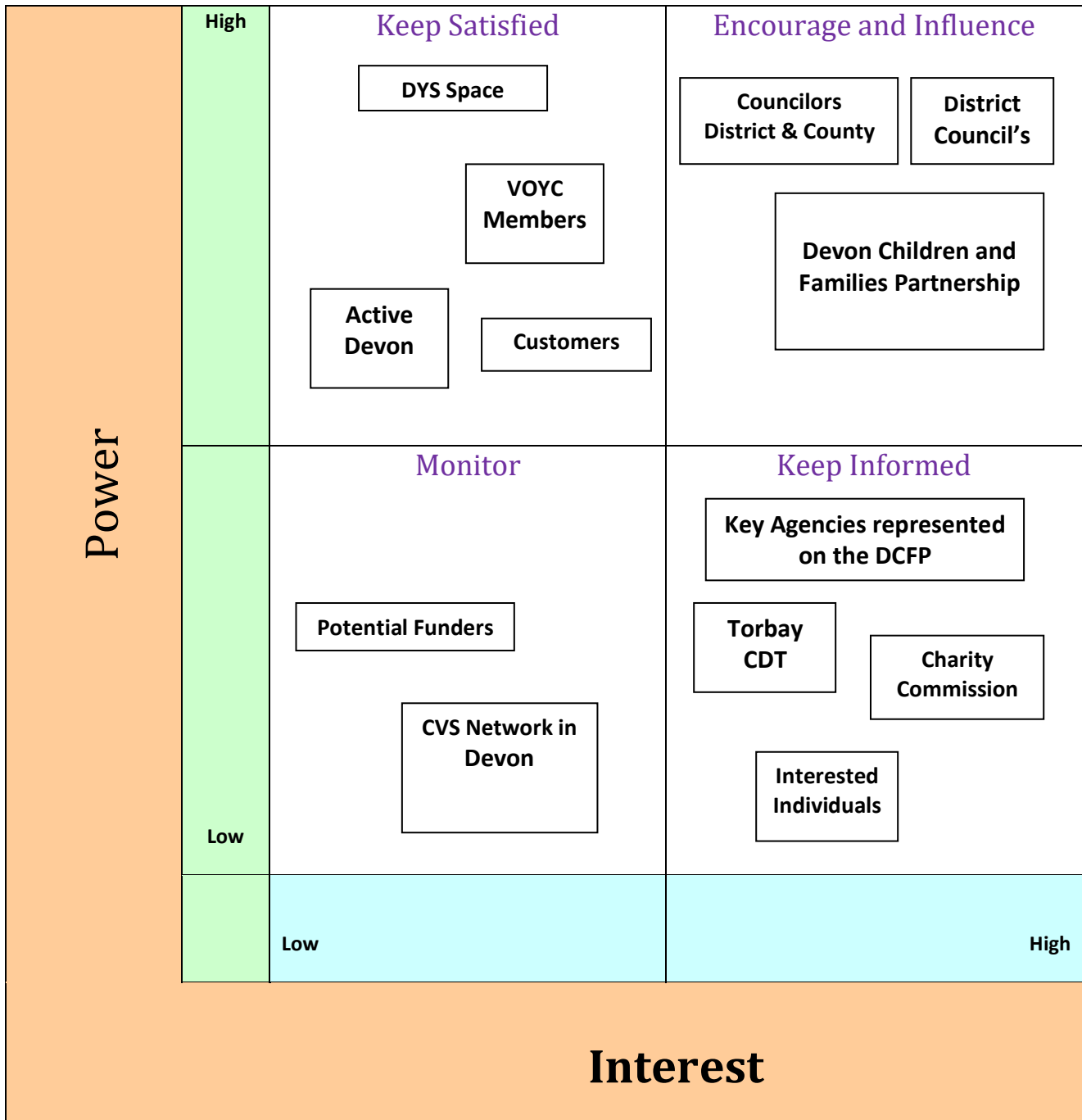
Appendix Four: VOYC ANNUAL ACTION PLAN 2020/21

Appendix One

3.3 TRUSTEE SWOT ANALYSIS (revised in January 2020)

<p>Strengths</p> <ul style="list-style-type: none"> • Local Networks • Knowledge of communities • Confidence in the organisation • Safeguarding (including training) offer • Financial stability • Diverse Board of Trustees who are committed • Partnership with Space. • VOYC Communications structure (newsletters, Facebook and Twitter) • Well placed to access future funding • Trust in the organisation • Independent – being an umbrella and not delivering services direct to young people • Value for money • Accessible • Longevity / track record • Flexibility to respond to change • Understanding of the strengths of the VCS 	<p>Opportunities</p> <ul style="list-style-type: none"> • Extend geographical reach – Torbay / Plymouth as may provide funding • Extend work with the 19 – 25 age group • Widening the training offer to include first aid and food hygiene • Focusing on the 8 – 11 age range as unserved elsewhere • Supporting commissioners in ensuring that the VCS are (and feel) consulted. • Co-designing services / partnership working. • Engaging direct with communities we are embedded through our groups. • Emerging opportunities through continual supply of new groups. • Lead on bigger projects. • More consultancy. • Flexible and dynamic structure – responsive • Political drive for partnership work (well placed) • CEO leaving gives opportunity for redirection. • Devon Youth Work partnership
<p>Weakness</p> <ul style="list-style-type: none"> • Voice being heard • Complexity of message • Who is the audience • Not on the political agenda / low priority • No funding – token service, not strategic service • Move away from place based engagement to digital • Lack of clarity and link to the Faith sector • Networks not as strong as they could be • Gap in Community development at local level • Lack of understanding from senior officers within agencies • Non-monetary product • Lack of specificity • Very dependent on staff 	<p>Threats</p> <ul style="list-style-type: none"> • The CEO leaving in 2021 • Lack of acknowledgement / engagement from the DCFP • Funding deficit • Lack of knowledge and understanding of the work of the VCS • Continual change – lack of knowledge of the institutional history / legacy • Hot topics distract from local reality • No forum for young people to be heard • Torbay

3.4: VOYC Stakeholder Power / Interest Matrix (Revised February 2020)



Appendix Three

5.2 PRIORITIES AS AGREED BY THE TRUSTEES IN JANUARY 2020

ONE: Short to medium term (Jan 2020 – Dec 2020)	
Impact	Outcomes
There is a new Business Plan in place for VOYC for the period 2020 - 2025	<ul style="list-style-type: none"> Set annual work-plan based on the three infrastructure functions, the requirements of funders and the aspirations set out in the Strategic Plan. Draft a financial forecast for the next three years. Develop a staffing profile that will guide the recruitment of staff going forward.
Increased collaboration with Space that's gives benefits to both organisations	<ul style="list-style-type: none"> Co-produce the Youth Partnership model. Build better relationships with Space staff
Raise the profile of the VCS and the role of VOYC	<ul style="list-style-type: none"> Instigate a Voice campaign for VOYC Sure up the position of the Youth Work Partnership, Space and VOYC to make maximum use of national funding opportunities
<ul style="list-style-type: none"> TWO: Medium Term (Jan 2021 – Dec 2021) 	
Impact	Outcomes
There is an effective staff structure in place to drive the work of VOYC going forward	<ul style="list-style-type: none"> Undertake a recruitment exercise based upon the staff structure identified above. Conduct annual review of year one CEO succession planning has taken place Cash flow is strong.
There is a developmental plan jointly agreed by VOYC and Space that provides the basis for the Youth Sector infrastructure work going forward	<ul style="list-style-type: none"> There is an offer from VOYC that adds to the existing targeted menu "offer" for the Hub areas. All local youth networks are established. Regular promotion of the VOYC training.
Improved relationships with key stakeholders	<ul style="list-style-type: none"> Improved understanding of the VCS Funding secured for work that is not currently funded.
THREE: Long Term Jan 2022 – Dec 2024	
Impact	Outcomes
VOYC is recognised as the sector lead in work with children and young people at local and regional levels	<ul style="list-style-type: none"> VOYC has a place at the Regional strategic table. There is a strong sector voice facilitated by VOYC. There is strong sign up from groups / organisations for VOYC training. VOYC is offering to be a strategic lead in partnership projects. There is a full time staff team (CEO, Administration and Communications)
Strategic Planning is effective	<ul style="list-style-type: none"> Prepare for the next five years. VOYC is financially sustainable Be aware of the implications of building work on the current office location.

Appendix Four

VOYC Annual Action Plan 2020/21

Introduction

The purpose of this action plan is to facilitate the implementation of the VOYC Making a Difference 2020 – 2025 Strategy. This plan is an internal document and sets out the annual work programme that has been agreed by the members of the VOYC Executive Committee taking into account feedback from our stakeholders and the requirements of our funders. This Action Plan will be presented to the Executive at their March meeting with the supporting budget and the Trustees will then monitor progress by receiving a report against the agreed success criteria at each of their bi-monthly meetings through the year.

1. Infrastructure Function – Develop					
1.1 Direct Support					
Aim	Outcomes	Success Criteria	Funder	Outputs / Notes	RAG
1.1.1 VOYC will support the establishment and development of community based youth services across Devon, which have been identified as a local need	<ul style="list-style-type: none"> Assist new groups to address new/unmet needs regarding youth provision. Communicating clearly with Space re respective priorities. 	<ul style="list-style-type: none"> New groups established Evidence of clear communication between VOYC/Space 	DYS Space		
1.2 Information, advice and guidance					
1.2.1 Provide relevant and up to date advice that could include: funding, employment issues, health and safety, specific safeguarding and other advice as required Work with Space to complement each other's' provision. Collating feedback from organisations on the support provided through an agreed monitoring system.	<ul style="list-style-type: none"> Organisations working with young people tell us they are more confident. Individuals and organisations feel less isolated and more connected 	<ul style="list-style-type: none"> No of groups worked with (target to support 40 groups) Types of advice requested and/or offered Examples of joining up individuals and organisations Feedback from users 	DYS Space		
1.2.2 Supporting Community Development through: <ul style="list-style-type: none"> enabling communities to develop innovative and enterprising approaches to delivery and funding. Supporting communities and groups to identify their needs and how these might be met 	<ul style="list-style-type: none"> Individuals and organisations have the capacity and/or knowledge to take action on behalf of their communities Young people from organisations have the opportunity to have their voices heard at county wide and other forums 	<ul style="list-style-type: none"> The amount of other communities providing additional and relevant services No of contacts made Nature of meetings attended / time spent Case studies developed 	DYS Space		

Aim	Outcomes	Success Criteria	Funder	Outputs / Notes	RAG
1.2.3. VOYC promoting Early Help (EH) through network events, its information platforms and the new DCFP website's. This ensures that the Not for Profit Sector (NfPS) are supported to develop their understanding of their role within EH with improved links to Local EH partnerships.	Develop the local EH offer within the NfPS in Devon to ensure that the NfPS continue to a develop a young people and family support offer.	EH Locality Partnerships report that they have increased involvement with the NfPS in their local area.	VOYC		
1.2.4. Contribute to workforce development across the youth sector in partnership with Space and others	<ul style="list-style-type: none"> • Signpost organisations to appropriate training and support that increases knowledge, skills and qualifications in the youth sector workforce • Ensuring complementary delivery with Space. 	<ul style="list-style-type: none"> • Evidence of working in tandem to maximise resources 	DYS Space		
1.2.5. Facilitate a needs led programme of specialised (Safeguarding Group 2 & 3) and bespoke learning opportunities.	<ul style="list-style-type: none"> • Deliver a range of child protection training to the not for the profit sector with all courses are endorsed and approved by the DCFP. • Deliver a range of bespoke safeguarding related training to the not for profit sector. 	<ul style="list-style-type: none"> • 60 Organisations benefit from the training • 300 individuals receive training • Staff and volunteers have increased awareness of their responsibilities in relation to safeguarding 	Self-Funded		
1.2.6. There is an agreement between the DCFP and the NfPS as to how training opportunities can be extended.	There are opportunities across the VCS workforce and statutory partners are committed to shared opportunities and developing systems to enable this to happen in practice.	Promotion of opportunities are advertised across the NfPS and experience of working in an integrated way is valued in progression. VOYC are linked to the DCFP Workforce development sub group	VOYC		
2. Infrastructure Function – Influence					
2.1 Consultation					
Enable two-way consultation opportunities for the NfP Sector in relation to children and young people's policy (local and national) and delivery of services.	The NfP Sector are consulted about changes in policy and delivery models	Responses to national consultations Engagement with the DCFP	VOYC		

Aim	Outcomes	Success Criteria	Funder	Outputs / Notes	RAG
Develop a plan on how better to link with the NfPS to better support complex families in the community.	There are clear links with the NfPS to support complex families in the community.	Agreement as to a timescale and who will be involved	VOYC		
2.2 Representation					
2.2.1 The diverse views of the NfPS are enabled to be represented; structures are supported which promote cross sector partnership working	Facilitate the two-way flow of information and views between the NfPS and relevant external bodies	Representation of the NfPS is facilitated through attending DCFP and other single Agency meetings. Regular e-bulletin, newsletter & meetings	VOYC		
	Re-define the process that enables the VCS Reference Group to meet its terms of reference.	<ul style="list-style-type: none"> There is a recognised structure that informs the DCFP of issues / concerns within the NfPS 	VOYC		
	The NfPS is represented within Safeguarding QA processes.	<ul style="list-style-type: none"> Involvement within DCFP QA processes 	VOYC		
	Attend: local, county, regional and national meetings of relevant networks	<ul style="list-style-type: none"> Meetings attended Outcomes from attending the meetings 	Space / VOYC		
2.3 Promotion					
Raise the profile of the VCS and the role of VOYC	<ul style="list-style-type: none"> Plan and instigate a Voice campaign for VOYC Sure up the position of the Youth Work Partnership, to make maximum use of national funding opportunities 	<ul style="list-style-type: none"> There is a VOYC Campaign The Youth Work Partnership is seen as the lead body for any national infrastructure initiatives 	Space / VOYC		
Ensure the DCFP Executive '5 Key Shifts' are visible in strategies and practice and continually improving. Equivalent practice shared with those in the voluntary and community sector.	There is a clear shared vision and ambition across all partners for the EH work which is effectively communicated to and embraced by staff.	Effective systems disseminate information and updates on EH to the NfPS.	VOYC		
3. Infrastructure Function – Connect					
3.1 Networking					
3.1.1. With Space develop a Youth Work in Devon Partnership	There is a Youth Work Partnership that is recognised by both Agencies and the NfPS.	<ul style="list-style-type: none"> Launch event held Membership established Terms of Reference agreed 	Space		
3.1.2. Work with Space to develop and facilitate Local Youth Networks across Devon	Networks provide opportunities for peer support, shared learning, two - way exchange of information and consultation, providing a local point of access for VOYC members.	<ul style="list-style-type: none"> Increase the number of active local networks from 7 to 10. Evidence of shared learning opportunities being delivered Evidence of peer support 	Space		

Aim	Outcomes	Success Criteria	Funder	Outputs / Notes	RAG
3.1.3 Continue to develop links between the NfPS and relevant Agencies	<ul style="list-style-type: none"> Facilitate meetings enabling the VCS to meet with senior Agency staff Facilitate links between the DCFP and the NfPS 	<ul style="list-style-type: none"> Meetings take place Feedback from participants 	VOYC		
3.2 Collaboration					
To network and collaborate for mutual benefit and Introduce individuals and organisations who share challenges. .	Encourage joint working at local level through the local networks	Evidence of joint working between members of local networks.	Space		
3.3 Brokerage Support					
Families know what NfPS services are available to support them prior to or when stepped down from EH.	Families involved with EH are more aware of what NfPS they can access in the community.	<ul style="list-style-type: none"> Meet with managers of the DCC Pinpoint Information system Links with the EH teams 	VOYC		
4. Organisational Outcomes					
4.1. There is a new Business Plan in place for VOYC for the period 2020 - 2025	<ul style="list-style-type: none"> Set annual work-plan based on the three infrastructure functions, the requirements of funders and the aspirations set out in the Strategic Plan. Draft a financial forecast for the next three years. 	<ul style="list-style-type: none"> There is a new five year plan agreed by the Executive supported by a financial forecast. 	VOYC / Space		
4.2. Increased collaboration with Space that's gives benefits to both organisations	<ul style="list-style-type: none"> Scope out the potential for increased collaboration Co-produce the Youth Work Partnership and Local Youth Network models. Build better relationships with Space staff 	<ul style="list-style-type: none"> Meetings held with Kev Henman and Dan Barton There is a refresh the existing memorandum of understanding Regular contact with Space staff 	VOYC / Space		
4.3. To be entrepreneurial and look to maximize income generation.	<ul style="list-style-type: none"> Joint bids with other VOYC members and Agencies. Increasing income from selling services 	<ul style="list-style-type: none"> Opportunities identified Partnerships created Increased net income Pieces of work completed 	Space VOYC		
4.4. Plan for the retirement of the current CEO.	<ul style="list-style-type: none"> A recruitment process has been planned and implemented including a future staffing profile. 	<ul style="list-style-type: none"> There is a process agreed that includes a future staff structure at the Nov meeting Interviews are held in Mar 2021 	VOYC		

Aim	Outcomes	Success Criteria	Funder	Outputs / Notes	RAG
<p>4.2. Ensure effective governance of VOYC:</p>	<ul style="list-style-type: none"> • Seek to recruit Trustees ensuring that there is a wide range of skills. • Regular meetings with the VOYC officers, • Adhere to the Charity Commission good governance guidelines. • Develop an annual Action Plan that is reviewed at each meeting of the Executive. • Complete an annual review of PQASSO and aspire to meet all areas at Level 1 • There is on-going monitoring of the Policies Matrix and ensure that policies are reviewed within the timescales set. • Complete an annual review that directs future work plans and compile and produce the Annual Report. • Facilitate the AGM 	<ul style="list-style-type: none"> ○ Recruit Trustees & provide effective induction ○ Agenda's being produced after consultation with the Officers that are timely with accurate minutes providing appropriate record of operation ○ The Management Plan is a 'Live Document' ○ There is a review of PQASSO ○ All Policies are regularly reviewed ○ There is a member survey completed ○ There is an AGM 	<p>Space VOYC</p>		