



Mr Geoff Pearson
Public Service Reform Directorate
Third Sector Division
Scottish Government
Area 3-H, Victoria Quay
Edinburgh
EH6 6QQ

October 2010

Dear Mr Pearson

ABERDEEN THIRD SECTOR INTERFACE FUNDING 2011-14

In response to your letter of 30th July 2010, we have attached the Aberdeen Third Sector Interface arrangements as the basis for the grant decision for the period from 1st April 2011. The submission consists of this covering letter addressing the conditions and issues raised in your letter and as a separate document the Delivery Framework.

GOVERNANCE

The Aberdeen Third Sector Single Interface is a single agency, in the form of the Aberdeen Council Of Voluntary Organisations, which, on 1st April 2010, took over the management of the Aberdeen Volunteer Centre from VSA in addition to its existing CVS role with the support of Aberdeen's Community Planning Partners, The Aberdeen City Alliance (TACA). ACVO, registered with OSCR and a limited company, has an Executive Committee of 11 meeting every three months and a Finance Sub-Committee which meets on eight months of the year. It consists of The Chair, both Vice Chair, the Treasurer, a Committee Member and the Chief Executive.

The Board is made up of highly experienced senior managers of Third Sector and public sector organisations with experience in, racial equality, disability, housing, regeneration, community safety, older people, finance, volunteering and social enterprise. Election or co-option of Board members is in accordance with the governing documents of the organisation. Individual Board members take particular interest in specific Business Units as described below. Additional Board members are being recruited, to build the capacity of the organisation in relation to these Business Units, the Delivery Framework for the 4 Single Interface strands.

Review of progress against the ACVO Business Plan is a standing item on the Committee agendas. ACVO's Chief Executive Officer (CEO) reports to the Chairman of the Executive Committee and manages staff in line with the Strategic and Business Plan for the Single Interface as agreed by the Board on 16th September 2010. With these arrangements and ACVO's adoption of the EFQM process of quality management, we believe that its governance and management arrangements clearly meet the Scottish Government's requirements

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QUALITY FRAMEWORK

ACVO has adopted the EFQM process and has identified areas for improvement and priorities for 2011 and beyond. The business plan agreed by the Board on 16th September provides the framework for addressing the remaining improvement areas.

THE MANAGING INTELLIGENCE NATIONAL IT PLATFORM

The ACVO business plan includes the integration of the platform noting that the Scottish Government expects to make participation mandatory within one year of the system being fully operational. Integration of an ICT strategy is also an EFQM area for improvement.

REPORTING AND MONITORING

Improving systematisation of recording of customer outcomes and improving logical and coherent measurement of society's perceptions of ACVO are EFQM areas of improvement and as such are written into the ACVO business plan. ACVO will accordingly develop new processes which will monitor and evaluate progress against each of its funding streams, including the Scottish Government funding and against each of its Business Units.

Until such time as processes are established on a national basis, ACVO will develop its existing processes of monthly Issue and Governance reports with a focus on Business Units. These will come from Business Unit Leaders within the staff team via the CEO to the ACVO Board. Thereafter some of these will be reported on to Community Planning Committees and may be used within the Aberdeen Strategic Outcome Agreement and other similar documents. Monitoring and evaluation will measure progress against agreed indicators. ACVO notes the Scottish Government has suggested Single Interfaces report using Turning the Tables processes and awaits results of the discussions with VAS on a systematic approach.

NETWORKS AND SUPPORT

ACVO notes discussions with VAS on support for Single Interfaces and will explore how its development can further benefit from this and the two remaining strands of SVA Support – “Developing Organisations” and “Collaboration and Connectivity” having already engaged or preparing to engage with the three other strands.

CONTACTS

The single point of contact for the Aberdeen interface remains the CEO of ACVO, Ian Paterson, detailed below.

DELIVERY FRAMEWORK

See attached.

We believe that ACVO, with these arrangements, is in an excellent position to deliver across the Scottish Government Single Interface functions. If there is any further information that you require please do not hesitate to contact us.

Yours sincerely

IAN PATERSON
CHIEF EXECUTIVE

DOUGLAS DUTHIE
CHAIRMAN

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N..B At is meeting earlier today The Aberdeen City Alliance, “ wholeheartedly endorsed” the contents of this letter and the attached Delivery Framework. 28-10/10. I.P

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ABERDEEN THIRD SECTOR INTERFACE DELIVERY FRAMEWORK

Aberdeen Council of Voluntary Organisations is the single agency Aberdeen Third Sector Interface. The Delivery Framework for the Aberdeen Third Sector is responsive to the Strategic Objectives laid out in the ACVO Strategic and Business Plan for the period to April 2014 as agreed by the ACVO Board on 16th September 2010.

STRATEGIC OBJECTIVES for the period 2011 – 2014:

1. Further build on our **impact in supporting third sector and volunteer engaging organisations** operating in the area to thrive, grow, develop and connect with the wider community, private and public sectors.
2. More actively use our independent status and integrated CVS/Volunteer Centre services and capacity to introduce, cultivate, support and develop **social enterprise and entrepreneurship** in the Third Sector, its opportunity, growth, profile, and status and galvanise buying/trading power, in partnership with others.
3. Sustain and develop our **recognition** by Community Planning partners, the Third Sector and others as the **primary conduit** connecting the Third Sector with Community Planning by supporting the community and the spectrum of Third Sector organisations to have a strong voice in the City, Region and Scotland's development.
4. Further resource, raise the profile of, support and develop the widest possible range of volunteering, voluntary action and active citizenship by providing an **accessible, sustainable and flexible one-stop shop** at the heart of the region.
5. Put members and **membership at the heart of our business** in order to ensure the relevance of our services to members' needs and strengthen their voices and our voice in all spheres.
6. Through increased **promotion and repackaging** of our services in cross-cutting Business Units, development of membership value and excellence in quality management, generate a diverse range of income streams and sustain our independent, expert and flexible response to the needs of the Third Sector and its stakeholders.
7. **Increase diversification of income** and increase profitability by moving towards a significant percentage of income from primary and secondary purpose trading while limiting fees/charges to the sector and developing **reserves**.
8. Recognise the **severe public sector financial constraints** for the foreseeable future and ensure we proactively seek investment opportunities which may become available to the third sector as a result.

This clearly sets the delivery of the Scottish Government's primary interface functions at the core of the overall organisational strategy and business plan.

In line with this strategy, ACVO has developed 5 Business Units consisting of 3 Operational Business Units and 2 Support Business Units. All ACVO activity, income and expenditure will be based on the 5 Business Units. The primary interface functions will be undertaken across all business units but in particular by the 3 Operational Business Units. These are entitled:

- Enterprise and Sustainability
- Stronger and More Connected Voices
- Voluntary Action and Active Citizenship

The Business Units have been developed in order to address the issues which emerged from comprehensive stakeholder consultation and SWOT analyses during the period September 2009/10, that is:

- To achieve greater responsiveness to differing segments of the Third Sector
- To achieve greater value for funders and customers
- To more clearly present to diverse audiences the outcomes rather than the inputs and outputs of our work
- To more clearly promote the opportunities for diverse organisations to partner our work

than would be the case if the 4 Scottish Government-funded functions alone shaped the Delivery Framework and has been the case when our work has been delivered in silos entitled "Funding & Business Planning", "Development (Governance)", "Volunteering Development", "Liaison", "Communications" etc.

ACVO's present operational team of Funding & Business Planning, Development (Governance), Liaison, Communications and Volunteering Development personnel will deliver across all Units with each Unit being led by one senior officer.

Allocation of clients and activities to Business Units will be on the basis of consultation with clients/partners at the point of client registration which will in turn be on the basis of free "health check" relating to the 4 Scottish Government Interface functions. Registration will include sign-up by all Third Sector clients to representation by ACVO as the primary conduit for the Third Sector to Community Planning in Aberdeen and agreement to ACVO's vision of a Third Sector which adds a third dimension to all aspects of North East Scotland and a belief in the Third Sector as our region's heart and the space where social entrepreneurship, active citizenship and independent action are delivered, enabled to thrive, connected with and recognised by others, making a society which is wealthier, fairer, healthier, greener, smarter and safer.

Registration for services, in whichever Business Unit funded by The Scottish Government and others and therefore free to Third Sector organisations will also inform organisations of the add on benefits which are available within 3 levels of ACVO membership, each entitling the member to voting rights as per our governing documents. Unit Leaders will be responsible for monitoring, evaluation and reporting of progress against outcomes from Units and for referring clients between Units as outcomes are achieved/needs change.

Value to and alternative entry points and delivery mechanisms for clients, funders and partners will be added to by the delivery within Units of additional ACVO services financed outwith the Scottish Government Interface funding including our Integrated Childrens Services, Health & Homelessness, Millennium Volunteers, More than Business Know How and Civic Forum support projects.

BUSINESS UNITS:

1. ENTERPRISE AND SUSTAINABILITY

Targetted at the leaders/staff of medium/large, established, aspirational, enterprising and changing Third Sector organisations and for those from other sectors with specific coinciding interests.

- I. **Volunteering Development** for capacity-building volunteers, fundraising volunteers, business-skilled volunteers, employee volunteering and those Third Sector organisations engaging them or employers supporting them.

- II. **Social Enterprise Development** including Funding and Business Planning Support; Training for decision-makers and seniors around trading and business skills; generation of trading opportunities; showcasing opportunities; cross-sector networking opportunities; Development of collaborations, consortia and mergers; Development (governance) for growth and capacity building; Communications support including events, media, website, information exchange; Skills audit, external evaluation services, feasibility study, market research, business planning, toolkits; Signposting, introduction, brokerage with other intermediaries/private sector including professions and private sector markets for services/products; raising awareness in private sector of opportunities for trading between sectors; web-based Opportunities Noticeboard for cross-sectoral exchange and trading; training and other support in partnership with Aberdeen & Grampian Chamber of Commerce; Enterprise North East Trust/Business Gateway, Robert Gordon University; Aberdeen City Council Economic Development; Scottish Enterprise, Business Mentoring, Realise Mentoring and others.

- III. **Supporting and Developing a Strong Sector** including Funding & Business Planning Support; Training for decision-makers and seniors around diversification; Development (governance) for growth and capacity building; Communications support inc events, media, website, information exchange; Skills audit, external evaluation services, feasibility study and market research around capital and other major projects; Signposting, introduction, brokerage with other intermediaries/private sector inc professions and independent funders including in partnership with Enterprise North East Trust, Business Mentoring, Scottish Business in the Community and others.

- IV. **Building the Third Sector Relationship with Community Planning** raising awareness of national, regional and local priorities and structures and of the Aberdeen Single Outcome Agreement and the relationship between these and effective organisational development.

- V. At this time it is planned that 35% of the total ACVO budget will be allocated to this unit.

2. STRONGER AND MORE CONNECTED VOICES:

- I. **Volunteering Development** including recruitment and support of community volunteers and support for Volunteering Networks/Fora; Training for young representatives and promotion of volunteering and active citizenship in educational establishments and media; Support for volunteering as global citizens and for youth philanthropy.
- II. **Social Enterprise Development** including delivery of strategic awareness and information, Social enterprise consultation, Development of Social Enterprise Network/Forum, Galvanising of participation and engagement of social enterprises in Networks/Fora and communications support for such.
- III. **Supporting and developing a Strong Third Sector** including delivering of strategic awareness and information, consultation across sectors/communities on behalf of individual Third Sector organisations or with the Third Sector on behalf of Community Planning partners or others, Fora/Network development; Galvanising participation and engagement of Third Sector organisations in networks/Fora and communications support for such; support for Integration of services;
- IV. **Building the Third Sector Relationship with Community Planning** including representation of The Third Sector on The Aberdeen City Alliance (TACA) and its Challenge Fora. Recruitment, training, and support of Third Sector representatives on Challenge Fora and other Networks within the Community Planning structure; Advocacy, mediation and lobbying on behalf of Third Sector organisations and as a whole; Liaison with Elected members.
- V. At this time it is planned that 25% of the total ACVO budget will be allocated to this unit.

3. VOLUNTARY ACTION AND ACTIVE CITIZENSHIP:

Targetted at the volunteers/Committee members of self-help, new, start-up or in-crisis organisations and for organisations/individuals interested in front-line and hands-on volunteering.

- I. **Volunteering Development** including training for volunteers; Promotion/communications re volunteering and active citizenship; Volunteering promoted as a route to employment, personal development, healthy lifestyles, educational or environmental opportunity; CV development and career signposting for volunteers; Dismantling barriers to volunteering; Disclosure assistance; Media relations around volunteering; neighbourhood events/surgeries

- II. **Social Enterprise Development** including Fundraising and Business Planning Support including start-up/feasibility, study/market research funding Development (governance) support including governance models, developing organisational capacity/good practice; Support for entrepreneurship amongst children and young people; Training in business-skills; Learning and networking opportunities across sectors; Leadership development; Business planning and other training in partnership with Aberdeenshire Single Interface, Enterprise North East Trust/Business Gateway and others.
- III. **Supporting and Developing a Strong Third Sector** including Fundraising and making the case for small grants and community fundraising, Governance models including around constitutions and OSCR registration, Moving to employing staff/leasing premises, compliance and crisis management; Fundraising research and review of draft funding applications; Fundraising and other training in partnership with Aberdeenshire Single Interface.
- IV. **Building the Third Sector Relationship with Community Planning** including raising awareness of national, regional and local priorities and structures and of the Aberdeen Single Outcome Agreement and the relationship between these and effective organisational development.
- V. At this time it is planned that 20% of the total ACVO budget will be allocated to this unit.

Additionally, the Communication Business Unit and Support and Development Business Unit will particularly support ACVO and its members in terms of membership development, purchasing, policy development and administration and in the development of ACVO's own enterprising activities in partnership with and to the benefit of the Third Sector.

At this time it is planned that both of these units will be allocated 10% of the total ACVO budget. It is further planned that this will be reduced in year 2 of the Business Plan period.