

**BASIS: an
evaluation.**

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BASIS, a Big Lottery funded voluntary sector capacity building project (second round), was delivered by Lancaster and District Community Voluntary Solutions from 2008 to 2013.

Executive Summary

The BASIS project has achieved its Big Lottery targets through the outcomes and objectives presented in the funding application document.

In total Lancaster and District CVS BASIS project has supported 597 organisations.

The mechanisms to deliver the project outcomes have proved fit for purpose.

Core learning points:

- projects should be determined by local need rather than purely funding criteria
- project aim, targets and intended outcomes should be set at a level that is appropriate and achievable
- delivery staff should be enabled to respond to identified needs among service users and build projects in response to those requirements
- the structure and delivery of services should be designed to engage groups and individuals at an accessible level
- capacity building delivery should be mixed method and include the building and expansion of networks to establish interaction of groups beyond the CVS
- payment for CVS services is a difficult issue that may require further enquiry.

Looking to the future

The project has sustained its delivery beyond the BL funding through a Service Level Agreement with the local authority. This funding however is restricted and requires a change in targets and in the number of posts at the CVS. Thus it is likely there will be changes in the type and level of services that are available to CVS members.

There is a possibility the LDCVS will be required to expand its footprint to cover North Lancashire in the future.



Many thanks to all those who contributed to this evaluation.

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1.0. Introduction

This summative report comes at the end of five years of Big Lottery (BL) funding, during which time Lancaster and District Community and Voluntary Solutions (<http://www.biglotteryfund.org.uk/research/impact-and-impact-measurement>), known as LDCVS, developed, delivered and reported upon the capacity building BASIS project. Annual monitoring submissions, known as 'end of year reports', have been regularly submitted to the funders. These reports demonstrate that the project has achieved its aim(s) through the stated intended outcomes and objectives. However, within these reports only a few of the voices of those involved were captured and this report aims to note the comments and observations of those who were involved in order to gain a better understanding of the mechanisms employed to deliver the project, to consider its outcomes and reflect on the learning gained. Thus this evaluation aims to look at how the aims and core objectives of the project were achieved and to demonstrate the outcomes for both the groups who were delivered to and the LDCVS itself.

1.1. Methodology

Pawson and Tilley (2000) have argued that in order to fully understand the working of any project one has to look at the context, the mechanism for change and the outcome. This approach is complimentary to the core questions asked by the BL when developing a project that asks that the following is taken into account:

- *'the need and evidence of the need*
- *people who will benefit from your project and evidence you have about their need and the level of that need*
- *why you think your project is the right approach to meeting the need'* (<http://www.biglotteryfund.org.uk/research/impact-and-impact-measurement>)

Thus in this report we will look briefly at the context in which the project developed and was delivered, followed by the mechanisms employed to achieve service delivery and the extent to which the stated outcomes have achieved. In addition we also record the reflections of some of those involved in the process and their advice to others who may wish to embark upon a similar journey. This structure reflects the desire of the BL to consider not only the delivery of projects, but also the learning gained along the way.

It has not been possible to listen to and consider the perspective of everyone involved in BASIS. However the evaluation team has spoken to the delivery staff (three people) and manager, alongside an in-depth consideration of the end of year BL reports and a previous evaluation report. In addition six people were interviewed about their experiences of CVS delivery (three males and three females). Four people participated in a small group

interview (three males and one female) while two others, both female, undertook a telephone interview.

It is worth noting at this point that interviewees did not differentiate between the general CVS delivery and that provided through BASIS funding, although the services they received over the last five years have all been orientated towards capacity building (the remit of BASIS).

Prior contact with the LDCVS varied across the interviewees from 20 years to 2 years but interviewees all had increased their engagement over the BASIS period because of the capacity building services and support on offer.

2.0. Context – setting the aims and objectives for the project

2.1. Development of the Project - Identification of need in Lancaster and District

The data supplied to the BL fund in the 2006 application document demonstrated considerable need in Lancaster and district for a professional support infrastructure to work with, support and capacity build among the wide range of voluntary sector organisations and groups. It was also noted there was the possibility of 'growing' more groups if the support was present. During then BASIS delivery period the LDCVS has engaged with 597 organisations (see Appendix II).

The BL application document notes the development of the proposal in consultation with the Local Infrastructure Action planning process, with strategic links to the Executive of the Local Strategic Plan and the objectives in the Community Strategy. This, it also notes, links into the Lancashire Voluntary Community and Faith Sector Consortium Strategic Plan.

Delivery of the project has not taken place in a stable environment - national factors have impacted, namely through the change in the economic environment and the subsequent government cuts in provision of voluntary sector and social funding at both the local City Council level and within the wider, second tier county authority. This did have a consequence. Initially it was noted that relationships with local and county level authorities, namely Lancashire County Council and Lancaster City Council, were akin to a box ticking exercise. This changed considerably after the early BL application development phase in 2006. Although there has been a reduction in the numbers of people involved, for example in local authority partnership teams, the remaining people are working closer together in what the LDCVS Project Manager considers to be a true partnership. This perception was confirmed by a representative of the partnership team at the City Council. At the same time there has been a move away from the top tier, county level authority, as the structures to facilitate commissioning have changed resulting in less direct contact between LDCVS and the county authority. Contact at this level is now maintained through the local strategic CVS that covers the whole county authority district.

2.2. Identifying and responding to local need

Year-end monitoring reports submitted to the BL record members' praise for the project as they found it to be useful, informative and much needed in the area. Before BASIS became active it was noted by long term members of the CVS that there was relatively little capacity building support and that such support was required to enable and develop smaller organisations and fledging groups. Members of CVS, all of whom have received services through BASIS (although they rarely differentiated such services from the general CVS delivery), stated during evaluation interviews they felt the CVS approach to the initial identification of local need had been the right one, based on local knowledge of the sector over a considerable number of years. This was not seen to mean, however, that the CVS have become complacent. Reflection and learning has taken place with the CVS during the BASIS funding period resulting in innovation and the introduction of a new database that could render increasingly detailed information relevant to future commissioning and funding bids.

2.3. Stated aim and outcomes of the project

The project's aim and the intended outcomes as stated in the initial BL application document was to extend the CVS capacity to provide professional support to new and existing voluntary and community sector organisations within the Lancaster and District CVS area. Within this aim was an intention to extend the capacity of the LDCVS to provide 'support to new and existing voluntary and community sector organisations locally' (Lancaster and District CVS date unknown). In order to do this a number of services were identified:

- 'One to one information and advice to VCFS¹ organisations
- Bespoke and open training
- Provision of IT and paper based information and resources' (ibid).

The services were to cover:

- 'Funding and trading including addressing emerging agendas relating to public sector procurement
- Legal provenance and governance
- Strategic development and business planning
- Personal advice
- Volunteering support' (ibid).

¹ VCFS – the voluntary, community and faith sectors.

Finally it was intended that the project contribute to the development of the Lancaster District VCFS Forum through:

- Improved partnership and joint working
- Engaging with statutory sector organisations and initiatives
- Influence strategic and policy agendas.

The VCFS, it was stated in the BL application document, would operate as an advisory group enabling the project to be responsive to emerging needs and have effective evaluative procedures.

Thus we have the stated aim and objectives for the BASIS project. We will now look at the mechanisms employed in activating the objectives.

3.0. Mechanisms

A number of mechanisms were put in place to ensure the aims of the project were met. These included the recruitment and training of an effective delivery team, the identification of available resources for training for both staff team and CVS members, plus the instigation of a 'route' through into CVS services. With reference to the latter issue we will look at the prior experience of the CVS membership when trying to identify and engage with advice and support services.

3.1. Staff recruitment, training and delivery

Three new posts were created for the BASIS project. One very experienced and long serving, member of CVS staff was drawn into a development worker post. A second development worker was recruited for her knowledge of volunteer recruitment and a third for his information and publication background in the public sector. While all of the staff members were aware they had been recruited for their existing specific knowledge and experience, they saw that as a foundation on which to build new skills.

3.1.1. Staff skills

The three members of the BASIS delivery team had a variety of skills and held a relevant knowledge base before being employed on the BASIS project. The Development Workers had experience of volunteer development work, information provision, frontline work, advice, the CAB, project delivery management, volunteer management and infrastructure support work. The Information and Publicity Officer entered the project after a time as publicity and IT officer working within the public sector. Since their initial engagement the team members have developed a range of new skills and expanded their knowledge base considerably in response to the needs and demands of the roles.

The core requirements of the roles included a range of knowledge relating to: development work with groups – community group and registered charities; governance, accounts, fund management and fundraising. Each Development Worker undertook a case load and also specialised in certain types of delivery including training, first aid, how to manage volunteers, accounts, funding, creating and maintaining networking forums. Meanwhile the Information Officer developed a bulletin/newsletter containing ‘relevant and timely information...to appeal across the board to the members’, for example news of opportunities, jobs, funding, change in practice such as CRB checks are now called DBS checks². This and other brief stories were highlighted in the bulletin/newsletter and linked to a fuller version for those who were interested. For many CVS members this provision has been a gateway to another level of relevant information.

3.1.2. Staff training

BASIS BL funding included a training budget and this provided the freedom for members of the team to fulfil the identified requirements of the sector:

‘Although it has not come through CVS directly ... there was enough space in there for us to take the time out and find the training to develop the skills we needed’ (Development worker [DW 1]).

Training and skills building took place thorough local and national opportunities. ‘What we selected was wide ranging. Looking at accounts, volunteers, our skills as development workers and with groups’ (DW 1). In some examples the workers had to look to specialist providers in order to access training on legal and financial issues.

The induction training provided by the CVS itself was valued especially by the Information and IT Officer who had not worked within the voluntary sector before.

‘Yes enough [training and staff development]; above and beyond. I am doing a leadership course and the Chief Executive has supported me. It was looking at me in the long term my being in the sector for the next years. I feel supported in my role absolutely’ (Information and IT Officer [IITO]).

Learning logs were also established to allow for cascade learning i.e. a recording of learning made accessible to others.

3.1.3. Avoiding project drift

² The Criminal Records Bureau (CRB) and the Independent Safeguarding Authority (ISA) having merged into the Disclosure and Barring Service (DBS).

During the delivery of the project the roles of the workers have expanded as specific tasks have been identified and added to everyday activities. However this has not resulted in project drift which can be the case when organisations start to address all requests. This often results in a loss of focus at a project. Indeed when team members noted that one aspect of their work was starting to absorb time (consultation on strategic matters with the local authority) they renegotiated their position thus matching their engagement to the resources available.

3.1.4. Identifying local resources

The team have looked to others locally, including Children's Centres, to access training events. However, generally speaking, there has not been the opportunity to fully develop any reciprocity in delivery across the various sectors (statutory and voluntary) because of the time commitment involved. Time Banks and skills building processes have been investigated but at present these are not viable across the sectors.

However members of the CVS have benefitted from the development workers identification of cost reduced or free meeting spaces along with city council sponsored events. This has resulted in a great deal of networking, skills building, cost sharing and the development of co-produced work for example a newly established group accessing and working with a well-established charity to provide expanded and innovative services in the area.

3.2. Getting in touch - initial contact experience of participants

The mechanisms to enable people to make an initial contact with the CVS included a web site but it was word of mouth that proved to be the source of information resulting in the majority of the engagements. Often a phone number passed on by others who knew of CVS services. Once contact had been established it was maintained through a mixture of one to one meetings, emails for regular enquiries and phone calls for urgent advice. The bulletin/newsletter was greatly valued by CVS members and was seen as an important mode of sustained engagement not only with the CVS but also with other groups.

Once engaged the flexibility of the teams' response was appreciated – this was commented upon by one interviewee who was disabled and found it difficult to travel:

'I am actually disabled so getting in and out of Lancaster is quite complicated but XXXX was very accommodating. XXXX would come out and see me at home and that was very helpful' (CVS member [CVSM] 1).

Home visits, it was noted by one member of the CVS team, is an activity which will become increasingly difficult as funding is cut, back but clearly to this individual it was an important facility for their meetings.

3.2.1. Finding support, help and advice

Five of the six CVS members interviewed came to the CVS through word of mouth. Two interviewees noted how they had previously contacted other organisations to seek advice and guidance, including a CVS in another area, a health based support agency and Community Futures (the Community Council of Lancashire http://www.communityfutures.org.uk/index.php?option=com_frontpage&Itemid=1). The sixth interviewee had a long term relationship with the CVS through his role with the CBA.

For some of the interviewees the setting up and running of a group was a new experience. Accessing information through web based systems proved to be a challenge as it raised for most people as many questions as they answered. Accessing the Charities Commission site was a first step for one person who noted, 'In order to complete the Charities Commission process you really have to understand what you are trying to achieve' (CVSM 1) and at this stage such clarity was rarely established. She went on to say:

'The Charities Commission have been great in making sure that charities are doing what they should be doing, their advice is very formal and frightening and very difficult to make sense of. ... and really some of the stuff that came from the Charities Commission was mind blowing!... with the help of CVS they were able to point me in the right direction, "This is relevant to you that is not". That meant that I did not waste my time pouring over paperwork for hours on end, which is what I had been doing, working myself into a frenzy,' (CVSM 1).

Thus it was noted by the CVS members that there were three early stage requirements of a capacity building service. At the very early stage new projects/groups proposal development interviewees noted, that even those who had experience found that they needed a knowledgeable 'someone' to act as a sounding board for their ideas. Secondly, it was noted there was a need to speak with people who knew of and understood the locality and thus it had to be 'much more a local service [than a web based information source]' (CVSM Group interview participant [CVSM GIP] 2). Thirdly, that the service had to be approachable and be willing to approach others:

'The CVS is like a rock. You can wander in or ring up and XXXX [named delivery team members] or XXX [another delivery team member] or someone and they will always put you in touch with the right people' (CVSM GIP 3).

Finally, underlying all of these requirements was the process of establishing and maintaining trust with the CVS staff.

3.2.2. A short case story

Clearly engagement at this early stage can be fragile as people venture into an unknown experience as can be seen in this short case story example. When asked about the type of service the founder of a new group thought she may receive from the CVS she responded 'relatively little':

'To be absolutely honest I did not think they would do anything because I did not think *anyone* could do anything. I felt so at sea and it was, it was, well I contacted them in desperation because I was not sure where to turn' (CVSM 1).

For this interviewee the CVS response was fundamental to her decision to continue with the development of the proposal:

'I got results. They helped to clarify our situation so the charity was accepted and was worthy of what we wanted. They helped me to see that what I was trying to do was a good thing but it has to be presented in a different way. That I was going to be far more successful in that people would look at what we were doing and see it as valuable and I was given advice about that' (CVSM 1).

Looking back on the process the interviewee noted that she needed to talk through the concept and shift (or acknowledge and accommodate) the passion from the process:

'I think I got carried away and it was a bit of a mish-mash and it needed order and structure. Then it became clear to everybody that it was something worthwhile and valuable and that we should continue. It really helped me because I had begun to think I would never get anywhere' (CVSM 1).

When reflecting on the journey to date the interviewee stated:

'Other sources have come in at different times in development 'It is easy to be blind-sided by information coming in from different sources...Often it is not being super intelligent it is about understanding there are things that must be done, or they are not really relevant and you spend a lot of time worrying about those things and thinking they may be important. ... You can be swamped with information 'It can be so distracting that you may feel it is not worth it and that is a shame because I feel a lot of people may be overwhelmed...Sometimes people can be worried that what they are asking for is too basic but that is very important that they can ask. If someone can give you that confidence it is really great' (Service participant 1, female – telephone interview).

The charity initiated by this interviewee has subsequently become established and has just submitted their first BL funding application – within two years of the initial consultation with CVS.

Summary:

- At the early stages of engagement a clear and accessible route into CVS services is important.
- The CVS as an organisation in the district has a positive reputation which increases the likelihood of it being recommended by word of mouth.

- A quick response to telephone calls and subsequent ‘follow-up’ later emails reassures CVS users and participants - creating a trust relationship.
- The type of service accessed changes overtime, (an issue that we will look at in more detail later in the report). However, sustained engagement is enhanced through the mechanism of the bulletin/newsletter which members greatly valued because of its tone, content and networking potential.

3.3. Monitoring mechanisms – a commentary

From the outset it was the intention of the CVS to ensure they had a rigorous monitoring system fit for the purpose to the BL Yearly Reports. Thus delivery of the project has been monitored from the outset. BL Yearly Reports setting out outcomes and the milestones achieved have been submitted to the funders. These reports contained both qualitative and quantitative information generated through regular feedback from events, evaluation forms and monitoring data. It is clear from the Yearly Reports that the project has over achieved its quantitative intentions and thus the aim and objectives set out in the BL application document have clearly been reached. Neither the aim nor the objectives have changed during the delivery period nor is there any evidence of project drift (i.e. a gradual movement away from the aims and objectives stated in the BL application document and funded by the commissioners).

Data systems initiated for the project have proved adequate to the task. However experience during the delivery of the project has raised awareness of the need to consider the collection, collation and analysis of different and increasingly complex local data. The Interim Evaluation Report (Chapman 2012) and the Project Manager during interview both noted that there were gaps in the data. Such gaps were comprised of the detail needed to illustrate the complexity of the local population and its socioeconomic status. For example, although data for the area as a whole does note the presence of a small population from different ethnic backgrounds, it does not offer the type of detail needed for an analysis leading to the design of responsive services. Nor does the generic data relating to the rural areas note the small pockets of deprivation that exist. In order to address these and other issues (in the knowledge that future commissioners and potential funders may require such detailed data) 18 months ago the current CVS Manager wrote and implemented a new data programme and associate collection system³. Therefore although the new programme cannot contribute to the BL Yearly Reports because of the need to maintain continuity, the presence of BASIS has initiated the type of innovation that looks forward and prepares the way for future CVS developments.

³ In contrast the local city council has minimised their request for monitoring data, post BL funding, stating that a true representation would be complex and time consuming.

The CVS provides services accessed by a number of departments across the Council and they act as a 'one stop shop' for 'things that the Council simply cannot deal with' (Partnership Worker interview [PW] 1). When asked about evidencing the quality of the delivery of the services it was stated that this had proved to be:

'... difficult. We have considered the performance measures that we use to measure success and we have tried to move away from number of leaflets produced and paperclips bought and that kind of output measure that does not really deal with whether the sector has been supported. So we have got definite thought things like the volunteer bureau and some of the other work around the quality of the advice they provide and we feel having done some work with them that it is of sufficient quality [PW]'.

Trust featured considerably in the discussion with the local authority representative; he trusted the CVS to do the work well. Because of prior good experiences the request by the local council SLA for performance data has been reduced to a minimum. However although this may reduce the workload at the CVS, it does not ensure that the delivery can be evidenced by the local authority thus making the CVS delivery in effect invisible, especially when personal contact is likely to be lost through changes of personnel within the partnership team.

Summary:

- There are three types of data that have been identified as mechanisms to deliver the BASIS and a similar capacity building project:
 - data required by the BL;
 - data relating to the continued understanding and development of local service delivery;
 - data that tracks the quantity and type of delivery related to the Service Level Agreement recently signed with the city council.

4.0. Project outcomes and learning points

The statistical outcomes of the BASIS project are clearly represented in the Yearly Reports to the BL. Behind the figures are the stories of the people involved which when drawn together highlight the important factors that contributed to the success of the project. In this section of the report we will look for such factors within the recollections of those involved and when possible extract the learning that took place.

4.1. The Project Manager

The Project Manager (PM) stated that there have been no unexpected outcomes and he put this down to high quality, well informed planning by experienced and knowledgeable people at the development stage of BASIS. Achievable outcomes were arrived through reflections on previous project delivery and knowledge of the local voluntary sector. Going back to these fundamentals, with room for refinement along the way, was instrumental in achieving the level of success. In short, BASIS was designed to respond to identified local need through a range of tailored services and delivery.

Discussing the aims of BASIS the PM commented that it was the LDCVS intention to ensure that groups becoming charities were 'getting it legally right'. While this was clearly seen as important by the CVS it was noted that such detail could become lost among the members because of their passion for their particular project/group. There was also considered to be evidence of a degree of complacency among some groups and individuals around meeting legal requirements and establishing good practice, and therefore it was considered to be important to engage people at an early stage of group development to stop 'people before they become too complacent and make critical errors' (PM). This last point is fundamental to the BASIS project aim as the project intends to ensure that the groups and individuals are establishing their charities and groups to meet legal and good practice requirements. If groups and individuals do not see the value of such firm foundations it is likely there will be repercussions at a later stage of development. However, there is evidence that those who have engaged with BASIS are aware of the necessity for process as this was an issue raised by CVS members themselves when considering the concept of payment for the delivery of services.

4.1.1. Resources

In practical terms the resources allocated to the project through the BL funding were considered by the Project Manager to be adequate to the task. Although there have not been any major changes to the project, lessons have been learnt along the way. Two of the core learning points from the Manager's perspective was the importance of IT in both collecting data and distributing information, and in relation to this, the type and distribution of staff at the project.

On reflection, one of the learning points would be to allocate more resource to IT and less to administration (PM). The part played by the IT associated with the project has been noted as considerable and effective. For example the bulletin/newsletter was not highlighted as an important factor the Big Lottery application but it has proved to be an important as a source of initial and maintained contact with the project. This was a point supported during interviews with CVS members. This is not to dismiss the continuing need for some hard copy material but the growth of contact through IT over the lifetime of the

project has been notable. This shift was felt to be positive for as noted by the Project Manager that there were considerable costs involved in hard copy production.

A second learning point relates to the staff distribution and an awareness that at other BL funded projects there was a differential in the hourly paid rate for staff. Taking this into consideration the PM stated that in these difficult financial times if he was initiating a similar project he would reduce the salary scale for appointees. It was also noted that the management would look to establish the administrative post as a volunteer post and possibly another post as a modern apprenticeship. This would allow for a greater IT specialist input. However it must be noted that whilst there has been a growing awareness of the increased use of volunteers to administrate CVS services this does not mean the process is cost free as the costs lie in recruitment, training, support of such volunteers. This can become a repeat cost as volunteers join and leave the organisation. Although this is learning point not directly related to BASIS in its current delivery it is an issue that could be taken into account for any future planning.

4.1.2. Capacity to deliver

It was noted that there was a need for a skills mix among the project staff to enable a qualitative responses to people's needs. This was achieved through the initial recruitment of BASIS staff and their subsequent training. The use of volunteers to support some of the groups that required a high level of support was discussed during an interview with the PM as it was reported that some groups had become 'heavy users' of the service. A second and related issue was a concern that some groups may become reliant on the LDCVS support and input.

4.2. The delivery team

4.2.1. Delivery team outcomes

Delivery team members reflected on their core outcomes from the project. All of the outcomes related directly to the aim as set out in the initial BL application document. The team member comments during evaluation interviews added depth to understanding of the original aim demonstrating a considerable awareness of the project as a whole and the individual tasks. Reflections on the development of the CVS member groups based on observations demonstrated a grounded understanding of the process and its outcomes. It could be argued that at this point learning needs to be captured, recorded and considered to inform any future directions the CVS as an organisation may wish to take. Although this report was not commissioned for this purpose we will at this point briefly consider the headline learning points.

Fundamental processes, for example the 'know-how' of applying for funding, enabled groups to build their capacity to operate effectively through practical grounded processes. The requirement for appropriate infrastructure, policies and governance became clear

because they were needed to apply for funding. Similarly networking across the geographic area and the sector was also noted as one of the core outcomes from the project which had been achieved because people could see that it was productive as such activities increased awareness of other services, held the potential for other sources of support and for joint activities.

Underpinning the knowledge required to initiate, set-up and maintain a group was the initial confidence built through the interaction with others:

‘There are lots of people out there with the enthusiasm for a community of peers or a certain group but they do not have the confidence. They don’t need a load of specialist support but just pointing in the right direction and tweak it and they are off. I think that is important and we have seen a lot of groups flourish’ (DW 2).

Delivery at and to the ‘grass roots’ at a level that was accessible was felt to enable increased delivery in the community (DW2). This was contrasted with an assumption of knowledge and the voluntary or indeed government policy ‘big picture’ that larger and strategic organisations may forget that new and small groups may not see:

‘People working in their spare time, in a small localised community they do not see the big picture in the district even though statutory organisations or large agencies expect them to, because we forget what it is like to be doing something part-time in a small community’ (DW 2).

Members of the team reflected that they would have liked to look at this situation in more depth but they had to limit their enquiries to those issues that were either required by the BL Service Level Agreement or were directly relevant to their service delivery. Nevertheless they were aware of the issues and this awareness whenever possible influenced their practice.

4.2.2. Delivery staff observations

The members of the BASIS team spoke knowledgably of the aims and objectives of the project offering insight and examples to demonstrate the work undertaken. Some capacity building had taken place at the CVS prior to the BL funding although it was noted during interview that the appropriate level of the BL funding had allowed for the development of sustained engagement with groups required for a meaningful and successful delivery of capacity building in the long term. The long term nature of the project funding also allowed the team members to reflect on their delivery and assess its outcomes and possible impact. It was during such reflections that issues were identified and whenever possible addressed.

4.2.3. Identifying and addressing gaps in services

Looking back on the delivery of the project the members of the team commented on the ways in which they had tailored the project to the identified needs of the individual groups.

At this point in the project it may be possible to look back and identify the key issues, requirements and the successful delivery methodologies.

A lack of access to specialist, professional advice was identified as a gap at a mid-way stage in the project delivery. As groups developed the need for professional advice on legal and financial matters became apparent. This was addressed by acquiring pro-bono advice when required. Accessing specialist advice was seen as a natural progression as the organisations grow. However whilst these individual cases are evident of a 'gap' this does not mean that the organisation as a whole has moved beyond the support of particular projects/groups. Development workers noted the loops in accessing advice, guidance and training as organisations move on requiring different, often more advanced, types of capacity building.

Other issues considered with the benefit of hindsight was the lack of recording of the qualitative details surrounding the delivery, its qualitative outcomes and the potential impact on the sector locally all of which may have contributed to a better understanding of what worked, why and how. A second issue considered by the team was impact that BASIS funding had made on CVS's ability to raise its profile among potential users. This was considered important particularly at this time when funding was becoming limited. This was a point also made by the CVS members interviewed for the evaluation.

Another potential gap had been noted by the delivery team and commented upon in the previous evaluation report; this was the relatively limited interaction with rural area. Lancaster and district has an extensive rural hinterland along with two main centres of population. Team members would have liked to increase their capacity to undertake peripatetic roles establishing 'drop-ins' in rural locations:

'Would we have gained greater outcomes by doing that? It is hard to say. It is something that we have spoken of a lot over the last four years because we knew our reach in the rural areas was not as good as it could be' (IITO).

However by identifying this as an issue moves have now been made to put forward a bid to fund work specifically around this agenda.

Another outcome from BASIS was the establishment of a forum as a third sector think tank in the area with the aim of exploring the issues that people were facing and finding ways in which they may be addressed. However, aware of the need to avoid 'project drift' this waned under the pressure of the core requirements of BASIS. Nevertheless, this does not mean that the desire to re-establish such a forum has gone away. Rather there is an acknowledgement that it needs to happen at some point:

'Sometimes it does not feel that we are engaging with our whole membership. There is an inner circle but there is an outer circle not so much. I would have liked to have persisted with that but the way it materialised in that network was not perfect but to be a much more listening and responsive organisation' (DW 1).

This is not to lose sight of the fact that the number of organisations that BASIS did contact, respond to, support, guide and with whom they have a sustained relationship is not inconsiderable and it was through this learning process that other issues and potential opportunities have been identified by team members.

4.2.4. Learning points and comments from delivery team members

The importance of high quality community development skills were felt to be necessary in the development of the BASIS project alongside new approaches, people on the ground, amongst the delivery of services considered to be useful and appropriate by service participants (i.e. prospective and current members of the CVS).

The connection between the mechanics of the project delivery and the humanity of the people involved were seen to be interconnected as it was felt to be all about 'the immersion in the community in different ways, linking people together. For a lot of the groups that we meet have this passion that is close to their heart' (DW 1). Thus along with the mechanics of BASIS there has also been an acknowledgement of the requirement to establish an underlying bedrock of trust in order to make the most impact in the long term, for as one CVS team member reflected, it takes 'Time, trust, relationship and long termism' (DW 2) to stimulate and sustain capacity building in the voluntary sector.

4.3. Service delivery

4.3.1. Services delivered

All CVS clients' needs changed during their engagement with the CVS. Once they had clarified their aims and CVS started to develop delivery of the objectives identified a list of requirements emerged that mapped directly onto the services provided through BASIS. These included:

- Training
- Policy development and implementation
- Constitution development
- Funding sources and application processes
- Advice and guidance around employment
- Backroom services – accounts etc.
- Development of management committees, roles and responsibilities
- Becoming a charity
- Access to legal advice and guidance.

Underpinning all of the above was the on-going support that related to more than the subject area that was being delivered - as was noted by one interviewee: 'Coming to the CVS things you realise a lot of people are involved in these voluntary things and you don't feel quite so lonely' (CVSM GI 1). This point was echoed by others especially those who did not have a line manager or others within their group with whom they could discuss issues:

'It was very much developing the management committee and helping in particularly difficult time when we were trying to work together as a team. It was more than helping with policies she was my lifeline. I don't have a manager and XXXX was my only contact' (CVSM GI 4).

Thus the CVs were seen to be offering the appropriate services within a supportive framework:

'They bring that experience. It is not just how this issue can be resolved with this organisation or another organisation. They bring together a wealth of knowledge. So it is not a single point of contact, on a single knowledge, it is more' (CVSM GI 2).

None of the interviewees noted any gaps specific to the CVS services. In fact the willingness of the CVS team to find out about a subject and respond if they did not have an answer was valued by the members:

'They always come back with information' (CVSM 2).

4.3.2. Sustained engagements

For all the groups engaged by this evaluation their relationship with the CVS was on-going and changing as they themselves grew as groups and developed as individuals managing the process:

'It is slightly different today because we are now an established charity, however I do still go to CVS for advice on contacting people and asking who to talk about things and I have been involved in other projects' (CVS 1).

The number and type of engagement mode varied over time. It was noted that in some cases the engagement was envisaged or remembered as a wave - starting low with the initial contact, often with telephone calls, gradually building through email, followed by increasing contacts and engagements accessing one to one sessions and training, utilising the bulletin/newsletter as processes and activities were established. People struggled to remember exactly how many contacts they had over any given period of time. Although engagement through training, networking, emails and phone calls were difficult to recall, one to one meetings tended to be memorable, in some examples these resulted in two to six meetings per year during the early stages of group development.

Nevertheless the overall learning process was readily recounted by interviewees:

'I think we had 4 face to face meeting over 2 years and there were emails and I learnt so much from XXXX that I began to learn. Things have slightly changed as the charity is more receptive as to what CVS can offer because we are able to sit calmly and think about what we need to deliver to the wider community whereas at first I thought we might be useful to nobody!' (CVSM 1).

Change was also evident among CVS members who were experienced project/group managers - one of whom noted that team members displayed an understanding of both the processes to be undertaken to develop fledgling projects and also the underlying motivation for initialising the group. This combination reassured members:

‘We just found them so helpful in their pro-activeness...Very relevant not just bland. We felt very understood’ (CVSM 2).

Such reassurance was seen to have the effect of moving groups through the development stages at a relatively quick pace:

‘In terms of our group we would not have developed as well or as fast as we are doing. I think for me personally I would have lost my sanity a long time ago [without the CVS support]. And at first it was just me that would call XXXX now other people call. People do not easily reach out for help and there has to be a lot of trust there...for that level of trust to build up with the other [in the group] is incredible’ (CVSM GI 4).

4.3.3. Impact of CVS on groups

By the CVS demonstration of their understanding of the relationship between perfunctory and practical advice, the awareness of the psychology surrounding the motivation of individuals and the knowledge of the sector into which the group were entering reassured members and was seen to have the effect of progressing the projects at a greater pace than if the CVS had not been involved. Secondly, the trust placed in the CVS ensured that their advice was taken by CVS members and therefore groups developed on a firm foundation of knowledge, process and requirement. Growth in self confidence among individuals to manage projects, contact funders, network with others, expand knowledge of the sector and the legal requirements were strongly evident. There was also an apparent increased awareness that this was just the start of the process and that they would be calling on the CVS for further and different types of support as the groups became established in a rapidly changing and demanding environment.

4.3.4. Service delivery and payment

A debate about CVS delivery, its relevance to all stages of project development and general capacity building emerged among interviewees when they were asked to consider the concept of payment for services.

Interviewees did not object to the idea of CVS membership fees but they were less enthusiastic about the concept of individual service charges. However within the group the debate was prolonged and raised a number of issues. Membership fees were preferred above individual service charges as this was seen to be spreading the cost among the members rather than loading it on those who may be at an early stage of development; a stage at which they would require most support and services. It was also noted this is the

time when a group is less likely to have funding available in contrast to an established group that may have funding:

'I think if an organisation is fairly well established you can budget for that. If you are talking about newer organisations it may make them reticent to start in the first place' (CVSM GI 2).

This point was supported by others, one of whom added:

'I think it very much depends on how the charging system would work. For example work has been done with us on roles in the management committee. If there was funding pot for training they would [undertake training] but if it was out of the general pot then it would not be considered necessary... 'I think we would try and bumble along and finish up making a mess of it really' (CVSM GI 4).

It was added that there was a possibility that if there were charges groups would hesitate to undertake training or ask about support for important issues such as a constitution, how to manage a management group and that this would result in a 'much poorer voluntary sector' (CVSM GI 2).

Several people noted that it was not until they had been engaged in the process for some time that they realised how much and the type of support they needed. Such realisation did not, it was felt, cascade across the other members of the group and this could be a source of conflict. For some people it was quickly recognised that if it became an issue of either a new notice board or a session on roles and responsibilities, for instance, the notice board would win every time.

A third issue to arise was the impact that charging may have on the trust groups placed upon the CVS:

'It is value in the name CVS. It must have value. But the counter to that is OK if you start the charging process and then XXXX job becomes to sell these things and that then taints the advice and the counter to that is 'we don't need that it is just a way of XXXX arguing for funds for the CVS' (CVSM GI 2).

It was agreed that while the members of the group who were engaged with the CVS may not see it that way, because they already had a trust relationship with the organisation and the individuals involved, that the situation may well be different for newcomers. However another member of the group noted that people were used to paying for professional services for example to gain legal and building advice. In these cases the payment for services was not seen to have a negative impact upon the relationship between the organisation and the provider. However, it was then noted that often such advice was sort because it was 'necessary' whereas the CVS category could be seen as 'optional'.

Linking payment to turnover, as has been the case with other support services was also considered but then it was noted that this could be highly problematic as many funders would not finance capacity building or fund raising within a bid for other services.

The final point made on this subject was the impact of payment resulting in the CVS not being seen to represent the whole of the sector. This is certainly the perception of the local authorities who are currently funding some of the capacity building taking place at the CVS. If groups and organisations chose not to register their membership because of a membership fee then the CVS could only be seen to represent a percentage of rather than the whole voluntary sector.

For the service users and participants the idea of there not being a CVS in the Lancaster and District was worrying:

‘If the CVS stopped tomorrow, there would not be an immediate difference, but over time organisations and volunteers would see the difference it has made. You may not notice it for 6 months 12 months may be even two years but it would change. We would lose so much’ (CVSM GI 2).

Thus it is clear to see that the situation around funding and payment is closely linked to those around trust and the desire for the organisation to continue to deliver. The high quality and usefulness of the services delivered to date, through BASIS, have had a positive impact on members’ perception of the CVS and this may well be increasing the memberships’ willingness to pay in some form:

‘In Lancaster we may think about [payment for membership] because they have been so supportive. It is something we would consider because we have been so impressed.’ (CVSM 2).

It would seem that there is an acknowledgment that the CVS offer a good service that is trusted by its members. However the presence of such a level of trust could be seen as an opportunity to develop or sustain services that are an option to individual organisations, for example backroom services (book keeping and the like), at an appropriate rate in a commercial market, using its good name as its unique selling point.

4.3.5. Reflections by members, manager and the local authority

The presence of the CVS was valued by the people interviewed for the evaluation. In some instances they have had experience of other areas and other organisations and thus they have something to compare with:

‘In this area [Lancaster] we have a vibrant voluntary sector, all sorts of people doing all different things and it is not the same everywhere. I think there are some areas where it is almost like a desert and people are not engaged in the same way’ (CVSM GI2).

'and on a similar note CVS are not the same everywhere. Other places I have worked the CVS has not compared to the CVS here it really has not' (CVSM GI 4).

Even those who had not previously worked with the CVS noted that it is 'a great service' and recommend that 'more people could be made aware of what they do' (CVSM 1).

The provision of services, however, is only part of the story. It is the means of that delivery with a willingness to work with projects and groups at a very early stage, building not only the potential charity but also the people within which has impressed many. If the CVS were not present it was noted that there would be a feeling of hopeless as people entered 'a world you don't understand'. Thus the presence of the CVS is a reassurance that there is 'advice is there at the end of the telephone' and that learning is gained through contact with others through function, events, which results in the realisation that participants are 'part of a huge volunteer family and you are not alone' (CVSM GI 3).

Perseverance was the word that came to mind for the PM when asked what he thought he had learnt through the delivery of the project. Good planning was also felt to be at the heart of the LDCVS BASIS success. Both of these factors were seen by the CVS manager as contributing toward ensuring that the organisation was one hundred percent certain of the needs of the target client group, rather than simply assuming their requirements.

A similar point was made by the local authority representative when asked what advice he would give to others commissioning services like the CVS. He noted that they would have to be clear about what they as a council wanted to do to support the voluntary sector in their area: 'What they wanted to achieve. I think the CVS can help to deliver the practical solutions ... I would not say 'know what you want from the CVS' but rather know what you want as an organisation and then the CVS can help you to deliver that' (PW 1).

In both cases it would appear that the interviewees are advising there is a requirement for a close consideration of the identified needs of local people and projects, based on local knowledge and evidence rather than attempting to fit with funding criteria which is centrally determined.

4.3.6. BASIS - the long term impact

Long term impact as the Big Lottery acknowledges (<http://www.biglotteryfund.org.uk/research/impact-and-impact-measurement>) is 'difficult to define and establish'. Thus this report takes the Big Lotteries' working definition that states:

'any effects arising from an intervention. This includes immediate short-term outcomes as well as broader and longer-term effects. These can be positive or negative, planned or unforeseen' (ibid).

However, even with this adaption there remains a notable challenge for BASIS to prove impact rather than outcomes for the impact is likely to be perceived by the groups that have

engaged, rather than by the LDCVS as a whole. A number of learning points have been noted in this report. In many ways these are the immediately visible impacts on the groups that participated and on the CVS itself as they go beyond desired outcomes in terms of the number of people who engaged with the BASIS delivery. The impacts are the effects on individuals who are now operating at a higher level, with a greater understanding and knowledge, to develop and deliver services within the voluntary sector.

On the LDCVS itself are evident impacts relating to the growing awareness of the complexity of the work they undertake, how this can best be planned and delivered, responses to changing wider world issues and an ever increasing willingness to ask of themselves the awkward or difficult questions that may lead to the development of future bids and design of service delivery. Therefore BASIS has contributed to thinking around future projects. This is most evident in the decision to improve the level and type of data collected. The aim is to identify in some detail the boundaries and types of need within relatively small groups within communities sometimes referred to in other arenas as 'pockets of deprivation'. Such pockets can exist in both rural and urban locations and are so small that they are drowned out in large data bases such as those held by the ONS. Once need and location are identified and evidenced then consideration may be given to funding sources. Thus through the experience of BASIS LDCVS has taken the opportunity to return to the fundamental and grounded process of evidencing need, developing a response and looking for relevant funding rather than 'chasing funding' and attempting to respond purely to the requirements of the funders. This approach may well prove important in the mixed economy that organisations such as LDCVS find themselves within.

Within the participating groups there have been other outcomes that potentially could have longer term impacts. For example, people who have participated in the capacity building process note that they are now increasingly prepared to access a higher level of information including that presented on web sites. The CVS, it was often stated, prepared them to make that step up. The direct impact of BASIS has been to enable groups to undertake all those tasks which underpin a group which aims to deliver services through a good grasp of what is expected of them and what they can expect of others.

There were few negative impacts to report. This is not to say there have not been challenges along the way and some of these were noted in the previous (Chapman. 2012) evaluation report. However all of the practical issues raised in that report have been addressed (see previous recommendations in that report (ibid) along with considerations and action related to the wider, strategic issues and future bids.

5.0. Looking to the Future

5.1. Is the future web support?

Although at the time of the application for BL funding the service offered by LDCVS through BASIS was unique in the area this situation has changed over the five year life cycle of the project. Increasingly other charities are offering related information through the Web - in some cases at a county level. Lancaster District CVS consideration of this situation has been three fold. Firstly, considered either participating with or contributing to the new provision. Secondly, there was the possibility of establishing an in-house provision of a similar type. Thirdly, they could ensure that the organisation is seen as the first port of call once people have worked their way through the available web based information and feel ready to engage with a person to person provision, in some cases to make sense of that which they have already encountered. Comments made by service participants as to the difficulties that can be encountered when accessing web based information without support do need to be considered. The most obvious concern may be noted around people's familiarity with IT and IT systems. Underlying this is the point raised by several service participants who noted that some providers assume a much higher level of knowledge about the sector among those accessing the web sites than actually exists.

5.2. New funders, changing targets and sustaining delivery

BL funding for BASIS came to an end in March 2013 and although the CVS has received funding to continue its capacity building through the local city council this is at a lower level (25% lower) than that provided by BL. The changes will result in a tapering process over the months with the reduction in time and eventual loss of one team member. Thus inevitably there will be reduced delivery and a change, rather than a reduction, in targets as volunteer brokerage is added to the capacity building remit. One of the outcomes will be a reduction and limitation in the support the team can offer to their members. Signposting to other organisations was seen as increasing with a less hands on approach to working with groups. An example of this would be an inability to visit people in their homes, a service noted and greatly valued by one disabled CVS member who took part in the evaluation interviews. The extent to which this may impact upon the trust placed with individual team members of the CVS as a whole cannot be assessed at this early stage. Indeed currently the members of the team feel, these changes are not yet evident to members.

It was commented that although capacity building was funded for a time as 'flavour of the month' this emphasis has shifted but the demand for such activities has not slowed:

'There is a presumption that you come in, you fund something for 5 years, you build the capacity and then the voluntary sector will be fine. But it is the churn. It is the on-going, people, individuals, as soon as they are skilled up they get a job, or become ill or move out of the area and then you have to start all over again (DW 2)

In fact with the raised awareness of what the CVS can offer it could be argued that the stimulus has encouraged people locally to take the first steps towards forming a group or charity. It is how this growth in demand may be addressed which will determine the CVS plans. If the governmental view is that such growth will be dealt with through web based hubs then the local CVS may be seen as irrelevant. However if a case can be made from the evidence in this report that many people start their journey at a pre-web stage, requiring a different type and access to knowledge and support then clearly the LDCVS has a lot to offer. A different piece of work, research rather than evaluation, would have to be undertaken to consider if this is the case and what type of steps could be taken to address the issues arising.

5.3. A changing 'market place'

The City Council partnership representative stated that he could not see the private sector wishing to undertake such specialist delivery particularly within a financially challenged sector. He went on to comment that currently the CVS were doing 'a very difficult job' on 'a shoe string lifeline' (W11). He also considered the place of the CVS within local services stating, 'I think there is a view [within the local authority] that there has to be that organisation [LDCVS] in existence. It cannot be allowed to go under in the way that other private or voluntaries can. You can't stop the police or the fire brigade and it is the same with the CVS in some ways'. The CVS was seen to 'stand apart from other organisations' (PW 1). However, such positive comments about the current situation do not preclude changes in the future. In the case of even the statutory services noted there has been a move towards privatising and charging for some of their services. It was also noted by the local authority partnership worker that there was a possibility of extending the CVS 'footprint' to cover the whole of North Lancashire.

Changes in the remit and reach of the CVS may in the future demand data to evidence the organisations ability to deliver. Therefore although presently the city council are taking a light touch approach to data collection/retrieval/application there is the possibility that future commissioning by any source will demand a range of data over a designated period. The mechanisms for the delivery and monitoring that delivery have improved over the course of the project. Such improvements have increased the fit for purpose status of LDCVS, not only to deliver BASIS but also to consider its future. This is important in an environment where commissioning of services is becoming the norm where there is an increasing expectation that those organisations entering the commissioning arena will be able to supply evidence of their past success and set a baseline against which payment may be measured.

6.0. Conclusions

The BASIS project has achieved its aim through the stated objectives and outcomes. This is evidenced by the Yearly Reports submitted to the funders, the BL. Behind the data accounting for the achievement are the people who initiated and implemented the capacity building services along with those who received such provision. Among their voices can be heard the context, mechanisms for change and the outcomes and through these the learning points, reflections and evidence that the approach taken was the right one for Lancaster and District.

The initial planning of the BASIS proposal took into account the local context at the time, drawing on a grounded knowledge and solid data relating to the various services and needs in the area and this has paid dividends. This serves to support the concept that finding the funding to match requirements is more successful in the long run than attempting to 'chase funding' in the hope that the stated aim will be achieved. In order to continue to ensure that the context play its part in any future bid the CVS are planning to generate an increasing amount of in-depth detailed data relating to all those people who may benefit from the type of delivery provided by CVS members.

The mechanisms employed by the project from the start, including the recruitment, training and support of people who have become an effective delivery team, were thought through and appropriately implemented. The team have ensured that the project did not drift from its aim whilst at the same time adapting and addressing members' needs. The route into the CVS was found to be easy by prospective members who greatly valued the ability of the CVS team to convert what could be a bewildering array of requirements and advice into a pathway that has progressed their groups at a relatively rapid pace into charities and other constituted entities. Therefore it would appear that the mechanisms have proved themselves robust - standing the test of the five year period during which considerable changes have taken place at the national and local levels.

Outcomes have been achieved for both CVS members and the LDCVS. Capacity building has taken place among CVS members and the delivery team, including the Project Manager. Their experiences have resulted not only in formal learning, but also the informal which has impacted upon individuals' self-confidence, the building of trust and expansion of trust networks across the local voluntary sector. This has stimulated a vibrant and interactive sector that is willing to continue to engage with the CVS in order to develop further. However, the level of engagement and delivery is likely to reduce because of reductions in funding. Thus there remain difficult questions around how these services may be continued. Currently the City Council are funding similar services but at a reduced rate with additional targets around volunteer recruitment. This reduction has resulted in the loss of the Information Officer post. The effect of the reduction is likely to become gradually apparent over time. Fundraising to maintain delivery could involve further bids, commissioning and payment for services or instigation a CVS membership fee or other

payment for services mechanism membership. These are all issues that the CVS Manager and Trustees will have to consider. If commissioning is likely then it is advisable to ensure data generated by the CVS to evidence the quality, reach and type of their current delivery even though it is not required by the city council SLA. This would ensure there is a base line against which to evidence outcomes in the long term, something that commissioners often request.

In conclusion BASIS has allowed the LDCVS to establish itself as a trusted organisation not only for its capacity building but for other services and delivery within and across the local voluntary sector. It is this trust held that could provide a platform to promote the organisation thus allowing it to develop in the future.

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Appendix 1.

Summary of Data presented by LDCVS Big Lottery Yearly Reports.

The commentary and data included in this appendix has been taken from the Year 4 Big Lottery Yearly Report supplemented by preparatory Year 5 Report figures (final report Yearly Report Year 5 was incomplete at time of evaluation).

Project Outcome 1

'350 interventions that will increase the strength and effectiveness of VCFS organisations over the lifetime of the project (build stronger, more effective organisations).'

Milestones	Year 1	Year 2	Year 3	Year 4	Year 5	Project target	Project achievement
1b	50					50	50
1c		75				75	75
1d			75			75	75
1e				80		75	80
1f					75	75	75
Total	50	75	75	80	75	350	355

Table: 1. Milestones 1b-1c. Number of Interventions delivered to increase strength and effectiveness of VCFS organisations.

Source: Big Lottery Yearly Report – Report 4 (2012)

Project Outcomes 2

'450 interventions that will build the capacity of voluntary organisations to access financial resources over the lifetime of the project.'

Milestones	Year 1	Year 2	Year 3	Year 4	Year 5	Project target	Project achievement
2b	75					75	75
2c		100				100	100
2d			100			100	100
2e				100		100	101
2f					78	75	78
Total	75	100	100	100	78	450	454

Table:2. Milestones 2b-2f. Number of interventions to build capacity of voluntary organisations to access financial resources over the lifetime of the project.

Source: Big Lottery Yearly Report – report 4 (2012)

Project Outcome 3

'500 training opportunities will improve the knowledge and skill sets of organisations from across the sector over the lifetime of the project'.

Milestones	Year 1	Year 2	Year 3	Year 4	Year 5	Project target	Project achievement
3b	80					80	80
3c		105				105	105
3d			105			105	105
3e				106		105	106
3f					109	105	109
Total	80	105	105	106	109	500	505

Table: 3. Milestones 3a-3f. Number of organisations accessing training opportunities to improve skills sets.

Source: Big Lottery Yearly Report – report 4 (2012)

Commentary taken from report.

'Training opportunities are publicised via a bi-annual training and events booklet, our monthly e-bulletins and website as well as via our networks. Evaluation forms are completed after each training event and we always ask what additional or follow up training people would like, as well as putting groups in touch with trainers so they can organise the event themselves. Most recently signposting The Children's Society to Trust Medical to access Emergency First Aid training. We are currently using SurveyMonkey to assess the future training needs of groups and what groups are prepared to pay in order to make these sessions sustainable. Future additional training needs have been identified around identifying need, demonstrating impact and an introduction to tendering using the best practice adopted by Cheshire Local Authority. We are also working closely in partnership with a Social Enterprise project funded by Lancaster City Council for 1 year (ending December 2012)'.

The following training sessions have been provided during this period:

- *Safeguarding Vulnerable Adults*
- *Volunteers and the Law*
- *Introduction to Writing Small Funding Bids*
- *Introduction to Basic Counselling Skills*
- *Introduction to Managing Volunteers*
- *Strategic planning and change for tough times*
- *Stress Management*

- *Social Marketing and Websites*
- *Risk Assessment*
- *First Aid*
- *Dealing with Performance and How to Run a Grievance Procedure*
- *Safeguarding Level One*

(Year 4 yearly Report 2012).

Project Outcome 4

‘600 organisations will have improved access to IT and paper based information systems over the lifetime of the project’.

Milestones	Year 1	Year 2	Year 3	Year 4	Year 5	Project target	Project achievement
4b	200					200	200
4c		300				300	300
4d			400			400	400
4e				500		500	500
4f					600	600	600
Cumulative	200	300	400	500	600		

Table: 4. Milestones 4b-4f Number of Organisations to have improved access to IT and paper based information systems including email bulleting, CVS, newsletter (these figures are cumulative over the project time period).

Source: Big Lottery Yearly Report – report 4 (2012)

Commentary taken from report.

‘At the end of year 4 the number of contacts actively subscribing to various combinations of our e-bulletin and training events booklets is 523. In addition to this, we have, on average, 101 visits to our website a week. (This only reflects home page visits). The figures have varied due to the radical stripping down of any inactive members from our data base, undertaken and reported last year.

We produce a monthly e-bulletin which includes timely information along with VCFS local good news stories, jobs and links to resources. A "special" bulletin will also go out in between time if needed.

Website: the website is updated on a regular basis serving as our public facing link to key events and resources and news items.

We have now launched our new data base which enables us to keep a far more sophisticated record of groups and their profiles which amongst other things will enable us to produced specialist targeted mailings based on communities of interest or geography. As a result, the Directory of Voluntary Groups is now up-dated to offer a larger more comprehensive Directory which can be up-dated monthly. We produce a Bi-annual training and events booklet' (Year 4 yearly Report 2012).

Project Outcome 5

'120 organisations will benefit from increased sectoral cohesion, representation and co-ordination over the lifetime of the project'.

Milestones	Year 1	Year 2	Year 3	Year 4	Year 5	Project target	Project achievement
5b	20					20	20
5c		25				25	25
5d			25			25	25
5e				25		25	25
5f					25	25	25
Total	20	25	25	25		95	95

Table: 5. Milestone 5b-5f. Number of organisations to access at least three Lancaster events focussed on increasing sectoral cohesion.

Source: Big Lottery Yearly Report – report 4 (2012)

Milestones	Year 1	Year 2	Year 3	Year 4	Year 5	Project target	Project achievement
5b	2					2	2
5c		3				3	3
5d			3			3	3
5e				3		3	3
5f					5	3	5
Total	2	3	3	3	5	14	16

Table: 6. Milestone 5b-5f. Number of Lancaster VCFS organisations to be represented on at least two local strategic bodies.

Source: Big Lottery Yearly Report – report 4 (2012)

Commentary taken from report.

'2 x Volunteer Co-ordinator's Network meetings:

-Skills for Volunteering

-How to Manage difficult Volunteers

3 x Forums:

-Adult Social Care Update

-Meet the MP

-Public Sector Leaders Consortium

4 x Morecambe Interagency Group meetings

Our standard practice for assessment and evaluation of forum events involves evaluations after each event and questions about future sector networking/cohesion needs' (Year 4 yearly Report 2012).

Project outcome 6

'One infrastructure organisation (LDCVS) better able to meet the needs of the sector by year five of the project'.

Milestones	Year 1	Year 2	Year 3	Year 4	Year 5	Project target	Project achievement
5b	1					1	1
5c		1				1	1
5d			1			1	1
5e				1		1	1
5f					5	1	5
Total	1	1	1	1	5	5	9

Table 7. Milestones 5b-5f. Completion of Annual Reviews.

Source: Big Lottery Yearly Report – report 4 (2012)

Milestone 6e: Project completion, succession plan devised. End of year 4.

'Analysis of training and forum events; access to BASIS project and customer satisfaction surveys have been carried out. (see 2.1). The succession plan has not yet been devised as we felt it would be better to combine this with the research that will be carried out this year under the Lottery funded "Change" award. The succession plan will also be informed by research we are carrying out on volunteering in the district and work we are doing in partnership with senior researchers from Lancaster University'.

Appendix II

Organisations and groups engaged by BASIS.

1. 16th Guides
2. 16th Lancaster Scouts
3. 16th Morecambe & Heysham Scout Group
4. 1st Morecambe and Heysham Boys Brigade
5. 1st Morecambe Brownies
6. 1st Silverdale St John Scouts
7. 34th Lancaster Scouts Club
8. 3rd Heysham Scouts
9. 50 Forward
10. 8th Lancaster Guides
11. A Breath for Life
12. A Given Thing
13. A.C.C.E.S.S Counselling and Emotional Support Services
14. AAWAZ
15. Abbeyfield, Lancaster
16. Abbeyfield, Silverdale
17. Achieve Change Engage
18. Addactus Housing
19. ADHD
20. Adullam Programme, Lancaster Free Methodist Church
21. After Adoption
22. Age Concern
23. Age Concern Employment Service
24. AIM
25. Alpers Disease
26. Amateur Radio Club
27. Ambleside Road Allotment Association
28. Anchor Housing
29. Animal Care
30. Anxieties and Phobias New Group
31. Archbishop Hutton After School Club
32. Arnside and Silverdale AONB
33. Art for Palestinians
34. Arthritis Care
35. Artwork Auction Site
36. Ashton Hall Organ Restoration Project
37. Attune to Health
38. AWAAZ

39. B H Mat
40. Baptist Church
41. Bare Necessities Playgroup
42. Bare Rangers
43. Barnardos
44. Barton Road Coffee Club
45. Barton Road Community Centre
46. Batala Lancaster Community Samba Band
47. Bay Aquatic Therapy
48. Bay Business Centre
49. Bay ME group
50. Bay Organ and Keyboard Society
51. Bay Starlers
52. Be Well
53. Beaumont College
54. Bespoke Training Design
55. Better with Fairy Cakes
56. Big Wide Talk
57. Blackburn Diocese
58. Blackpool CVS
59. Blackpool Volunteer Centre
60. Bolton le Sands Community Centre
61. Bolton le Sands Pre School
62. Bolton le Sands Village Hall
63. Bolton –le-Sands Bowling Club
64. Bolton-le-Sands Community Playground Project
65. Bowerham Allotments
66. Bowerham Community Steel Band
67. Bowerham Lawn Tennis Club
68. Bowling Club
69. Boys & Girls Club, Lancaster
70. Breast Feeding Network
71. Broadband for the Rural North
72. Bulk Ward Community Association
73. Butterfly Conservation
74. Butterfly House Williamsons Park
75. Calderdale Well Being
76. Cancer Care
77. Car Club
78. Carers Federation
79. Carers Point

80. Caritas Care
81. Carnforth Community Kids Club
82. Carnforth Cricket Club
83. Carnforth District Arts Society
84. Carnforth Otters
85. Carnforth Railway information Centre
86. Carnforth Rangers FC
87. Carnforth Town Council
88. Caton Playground
89. Caton Pre School
90. Caton Village Hall
91. Caton with Littledale Play Area
92. CCATS
93. CEEP
94. Central Lancaster High School
95. Central Methodist Church
96. Centurion Beavers
97. Changing Lives Network
98. Cheetham Hill Advice Centre
99. Chenrezig Buddhist Centre
100. Childline NSPCC
101. Children's Society
102. Children's Integration Group
103. Children's Society
104. CHIPS
105. Chorley and South Ribble CVS
106. Chorley Play Partnership
107. Christ Church School Playgroup
108. Christ Church, Fulwood
109. Christchurch Lunch Club
110. Christians Against Poverty
111. Chrones Self Help
112. Churches Together in Lancashire
113. Claimants Union
114. Class Act
115. Climbing Wall
116. Club for Young Deaf People
117. Co Housing
118. Cockerham Bowling
119. Cockerham Brownies
120. Cog Set

121. Commissioning Self directed Support Team
122. Community Arts
123. Community Engagement
124. Community Foundation for Lancashire
125. Community Futures
126. Community Learning Network
127. Community Music Centre
128. Community North West
129. Community Safety Partnership
130. Community Yoga
131. Conservation Volunteers
132. Contact a Family
133. Cork Road Allotment Group
134. Coronary Coasters
135. Craft Aid
136. Crag Bank Under 5 Nursery
137. Creative Writing Group
138. Critical and Creative Approaches to Mental Health Practice Three P First Aid
139. Dallas Road Gardens
140. Dancewell
141. DC3
142. Deaf Services
143. Derwent Court
144. Development Education Project
145. Diocese of Lancaster
146. Disability Forum
147. Disability Online
148. DISC
149. District Scouts
150. Diversity Radio
151. Dragon Boats
152. Early Years SEN Service
153. East Lancs Deaf Services
154. East Lancs Long Distance Walkers Association
155. East Lancs Women's Refuge
156. East Meets West
157. Eating Disorder Network
158. Ecodale Connections
159. Ellel Parish Council
160. Ellel Village Hall Trust
161. Elm House

162. English Assoc of Visually Handicapped Bowlers
163. Enterprise for All
164. Equalities and Inclusion Team
165. Equine Assisted Therapy
166. Ethical Small Traders
167. Euxton Parish Hall
168. Faculty of Applied Social Sciences, (FASS)
169. Fairfield Association
170. Fairfield Over 60's
171. Fairtrade Group, Lancaster, Morecambe & District
172. Faith in Lancaster
173. Farms Crisis Network
174. Firbank Children's Centre
175. FISH
176. Floating Support
177. Folly
178. Food Festival
179. Food Reminiscence Project
180. Footlights Youth Theatre
181. Forum for Autistic Spectrum Disorders- FASD
182. Fragments
183. Friends of Carnforth Railway Station
184. Friends of Christchurch School
185. Friends of Double Joy
186. Friends of Piccadilly Gardens
187. Friends of Regent Park
188. Friends of Skerton Primary School
189. Friends of St Johns
190. Friends of Taton Fells School
191. Friends of the Winter Gardens
192. Friendship Centre
193. Fuchsia Society
194. Furniture Matters
195. Galgate Allotments
196. Galgate Community Hall
197. Galgate History Group
198. Galgate Pre School
199. Galloways Community Choir
200. Galloways Society for the Blind
201. Garstang Children's Centre
202. George Fox

203. George's Telescope
204. Get it Loud in Libraries
205. Ghana Orphanage
206. Glasson Festival
207. Glenworth Road Residents Association
208. Global Link
209. Go Morecambe
210. Grace Ministries
211. Grassroots
212. Great Places Housing Group
213. Greater Manchester Immigration Aid Unit
214. Greaves Foragers
215. Green Close Studios
216. Green Fingers
217. Green Group
218. Green Social Enterprise Network
219. Gregson Community Association
220. Guide Dogs
221. Gypsy Traveller Women's Group
222. Hala Community Group
223. Halton Community Association
224. Halton Food Coop
225. Halton Pre School
226. Halton Tuesday Club
227. Happenstance Arts Collective
228. Hatua
229. Health Trainers
230. Health Watch
231. Hearing Voices
232. Help Direct
233. Help the Aged
234. Heysham Atoms
235. Heysham Community Facilities
236. Heysham Cricket Club
237. Heysham Free Methodist Church
238. Heysham Heritage Association
239. Heysham High School
240. Heysham Residents Association
241. Heysham Scouts
242. Heysham Village Institute
243. Highfield Regeneration Group

244. Hindu Society
245. Home Church
246. Home Education Group
247. Home Start
248. Homeless Action Service, Lancaster & District
249. Hornby Village Trust
250. Housing Support
251. Hua Xian Chinese Society
252. Humhollarnsing
253. i2i Lancaster
254. Inclusion Team
255. Incredible Edible Lancaster
256. Insulin Pump Users Support Group
257. Inter Church Alpha Group
258. International Women's Peace Service
259. Intraining
260. Inward House
261. Jack Scout
262. John O Gaunt Allotments
263. Journey to Recovery (J2R)
264. Junior Anglers
265. Lakes Centre Cancer Care
266. Lancashire Adult Learning
267. Lancashire Association of Clubs for Young People
268. Lancashire Boys & Girls Clubs
269. Lancashire Constabulary
270. Lancashire County Developments
271. Lancashire Deaf Services
272. Lancashire Drug and Alcohol Team
273. Lancashire Global Education Centre
274. Lancashire Health Promotion
275. Lancashire LINK
276. Lancashire Wildlife Trust
277. Lancaster & Lakes Jewish Community
278. Lancaster & Morecambe University of the Third Age
279. Lancaster Aawaz
280. Lancaster Advocacy
281. Lancaster and District Canoe Club
282. Lancaster and Lakes Jewish Community
283. Lancaster and Morecambe College
284. Lancaster and Morecambe Mental Health Forum

285. Lancaster Archaeological and History Society
286. Lancaster Boys and Girls Club
287. Lancaster CAB
288. Lancaster CBT Self Help Group
289. Lancaster City Brass
290. Lancaster Co-Housing
291. Lancaster Community Carnival
292. Lancaster Community Music Trust
293. Lancaster Diocese
294. Lancaster District Mobility
295. Lancaster District Women's Aid
296. Lancaster Home Birth Group
297. Lancaster John O Gaunt Rowing Club
298. Lancaster Male Voice Choir
299. Lancaster Medical Museum
300. Lancaster Methodist Church
301. Lancaster Music Forum
302. Lancaster Music Makers
303. Lancaster Police Station
304. Lancaster Ramblers
305. Lancaster Rugby Club
306. Lancaster Tennis Club
307. Lancaster University Volunteering Unit
308. Lancaster University Volunteering Unit
309. Lancaster Youth Academy
310. Lancs and Lakes Guild of Weavers, Spinners and Dyers
311. Lancs CC Volunteer Service
312. Lancs Deaf Services
313. Lancs Fire and Rescue
314. Lancs LINK
315. Langley House Trust
316. Lawson Street Project
317. LCC Volunteer Centre
318. Leisure in Hynburn
319. Leonardo's Den
320. LESS
321. LGBT Out in the Bay
322. Life Education Centre
323. Lions Club
324. Littledale Hall
325. LMC

326. Lonsdale Arthritis Group
327. Lonsdale District Carers
328. Lonsdale Scouts
329. Ludus Dance Company
330. Lune Habitat Group
331. Lune Park Dads Group
332. Lune Rivers Trust
333. Lune Valley Boxing Club
334. Lunesdale Bowling
335. Lytham Cricket Club
336. Made in Lancaster
337. Making Space
338. Maritime Volunteer Service
339. Marsh Age Link
340. Marsh Community Centre
341. MD Society
342. Melling Institute
343. Mellishaw Women's Group
344. Mencap
345. Mental Health Team - Crisis Team
346. Mental Health User Forum
347. Mental Health User Group
348. Mid Pennine Arts
349. Middlewood Trust
350. Millhead Bowling Club
351. Moorland Church Youth Group
352. Moorside Pre School
353. More Music in Morecambe
354. More Music, Seagulls
355. Morecambe & Heysham First Boys Brigade
356. Morecambe Alcohol Inquiry
357. Morecambe and Heysham Allotment Association
358. Morecambe and Heysham Model Railway Club
359. Morecambe Bay foodbank
360. Morecambe Bay ME Group
361. Morecambe Bay Memorial Hall
362. Morecambe Bay Movie Makers
363. Morecambe Bay Osteoporosis Support Society
364. Morecambe Bay Partnership
365. Morecambe Brass Band
366. Morecambe CAB

367. Morecambe Children's Integration Group
368. Morecambe Church
369. Morecambe Credit Union
370. Morecambe Food Co-op
371. Morecambe Foyer
372. Morecambe Girl Guides
373. Morecambe Homeless Action
374. (repeated)Morecambe Library
375. Morecambe Local Quaker Meeting
376. Morecambe Maritime Festival
377. (repeated)Morecambe Parish Church
378. Motor Neurone Disease
379. Mourholme History Society
380. MS Society
381. Music forum
382. Mustard Seed
383. National Osteoporosis Society
384. Nazareth House Day Nursery
385. NCBI
386. N-Compass - Health Trainers
387. NEET group
388. Neuro Drop-In Centre
389. New Day
390. Night Shelter
391. NK Playgroup
392. North Lancashire Social Enterprise Network
393. North Lancs Advocacy
394. North Lancs Counseling Service
395. North Lancs Direction Group
396. North Lancs Social Enterprise
397. North Lancashire CAB
398. NSPCC
399. NW Children's Support Group
400. Okapi Lancaster Co-operative
401. Old Free Grammar School
402. Olive Tree Ministries
403. One Voice Disability Service
404. One Voice, Unique
405. Otters Swimming Club
406. Out of the Box
407. Over Kellet Playgroup

408. Over the Sands
409. PACT Group Newton
410. Paddlers for Life
411. PCT
412. Peer Support
413. Pensioners Association
414. Pensioners Campaign Group
415. Pet Search
416. Pets as Therapy
417. Phoenix Community Sport
418. Phoenix Community Sport
419. Phoenix Project
420. Picadilly Support Services
421. Police Cadets
422. Polish Saturday School
423. Pomesca Dlon
424. Positive Futures North West
425. Post Polio Network
426. Poulton Community Gardens
427. Poulton Residents Association
428. Pre School Inclusion
429. Press for Change
430. Primary Care Mental Health
431. Promenade Concert Orchestra
432. Promoting Pre School Inclusion
433. Q Sand
434. Quaker Meeting House
435. Rainbow Buds (part of Steiner School)
436. Rainbow Centre
437. Rambler's Association, Lancaster Group
438. Raza (Asian Women's Group)
439. Red Rose Recovery (aka Drive)
440. Red Rose Youth
441. Regent Park Studios
442. Relate Cumbria
443. Relate, Lancashire
444. Richard Dumbreck's Singleton Trust
445. Richmond Fellowship
446. Ridge Community Centre
447. Riverside Girl Guiding
448. Rosemere Cancer Centre

449. Ross Children's Centre
450. Rossendale Leisure Trust
451. Rotary
452. RSPB
453. RSPCA Blackpool & North Lancs
454. Safe North West
455. Scientists for Global Responsibility
456. Scope Inclusion
457. Scotforth Community Group
458. Scrap Store
459. Seeds for Change
460. Sefton Road URC
461. Self Harm Recovery Project
462. Shared Future
463. SHARP
464. Shrewsbury Drive Allotment
465. Signposts
466. Signposts, Multi-Agency Resource Centre Ltd
467. Silverdale Parish Hall Group
468. Silverdale Playgroup
469. Singing Group
470. Skerton Allotments
471. Skerton Community Association
472. Skerton Railway Club
473. Slyne With Hest After School Club
474. Slyne with Hest Autumn Club
475. Slyne with Hest Memorial Hall
476. Slyne with Hest Scout and Guide Hut Committee
477. SMART Recovery
478. Social Enterprise Festival
479. Soroptimists International
480. South Cumbria Rape & Abuse Service
481. South Manchester Law Centre
482. Soviet Cultural Group
483. Spotlight
484. St Barnabas Housebound group
485. St Christopher's
486. St John's Hospice
487. St Johns PCC
488. St Johns The Divine
489. St Lukes URC

490. St Lukes, Slyne
491. St Martin's Church
492. St Oswald Warton Parochial Church
493. St Paul's C of E Church Caton
494. St Pauls Church Youth Group
495. St Stephen's Blackburn
496. St Thomas' Pre School
497. St Thomas's Church
498. St. John's Hospice
499. Stanleys Youth and Community Centre
500. Steiner School
501. Stepping Stones, Nigeria
502. Stonehouse
503. Storey Gallery
504. Strawberry Fields
505. Stroke Association
506. Sunderland Point RA
507. T and R Association
508. Tara Radcliffe Foundation
509. The Adult College
510. The Almond Tree
511. The Bay Prostrate Cancer Support Group
512. The Birchall Trust
513. The Children's Society, Lancashire
514. The Cornerstone
515. The Dukes
516. The Family Notice Board
517. The Friendship Centre
518. The Grand Theatre
519. The Olive Branch
520. The Olive Tree
521. The Phoenix Project, n-compass Northwest Ltd
522. The Plot, Morecambe Community Growing
523. The Story Gallery
524. The Stroke Association
525. The Well
526. Third Sector Projects
527. Thumbprint
528. Tiger Lilly Trust
529. Time & Place
530. Together

- 531. Torrisholme Allotment Association
- 532. Torrisholme Cricket Club
- 533. Torrisholme Methodist Church
- 534. Training West Lancashire
- 535. Transition City Lancaster
- 536. Trimpell Bowling Club
- 537. Trimpell Sports Club
- 538. Trinity United Reformed Church
- 539. Tutors Association
- 540. TWL
- 541. UK Recovery Federation CIC
- 542. Unique Kidz and Co
- 543. United Benefice of Warton
- 544. University of Cumbria Students Union
- 545. Urban Crossover
- 546. Vale of Lune Rugby Club
- 547. Victim Support
- 548. Victoria Institute
- 549. V-Involved
- 550. Virtual Lancaster
- 551. Vision for Children
- 552. Voluntary Police Cadets
- 553. Volunteer Services, LCC
- 554. WAGS
- 555. Walking Drawings
- 556. Walter Lyons House
- 557. Warton Community Playgroup
- 558. Warton CRAC
- 559. Warton Village Society
- 560. West End Heysham North Allotment Association
- 561. West End Impact
- 562. West Lancs CVS
- 563. Westfield War Memorial village
- 564. Westgate Cricket Club
- 565. Whirlwind Theatre
- 566. Whitechapel Village Hall
- 567. Williamsons Park
- 568. Willow Lane School
- 569. Witchcraft and Human Rights Information Network Barton Road Community
- 570. Wolf Wood
- 571. Woodcraft Folk

- 572. Woodhill over 55s
- 573. Woodlands Environmental
- 574. Workspace
- 575. XN Foundation
- 576. YMCA
- 577. Young Addaction, North Lancashire
- 578. Young at Heart Social Club
- 579. Young Mums Care
- 580. Young People's Service
- 581. Your Choice
- 582. Youth Academy