



**Consortia Development  
Fund**

A Capacity builders grant programme

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# Consortia Development Fund

## Infrastructure Business Plan 2009-11

## York and North Yorkshire Infrastructure Consortium

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CONSORTIA DEVELOPMENT FUND

**INFRASTRUCTURE BUSINESS PLAN 2009-11**

**Consortium Name:** York and North Yorkshire Infrastructure Consortium

**Area of Benefit:** Unitary Authority of York and County of North Yorkshire

**Lead Body:** North Yorkshire Forum for Voluntary Organisations

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**Summary of Consortium Infrastructure Business Plan 2009-11: (1 page max)**

**Vision**

Our vision is that third sector organisations are achieving their full potential in meeting the needs and aspirations of all the diverse communities they serve.

**Mission**

To ensure that sustainable, effective and accessible infrastructure support is available to third sector organisations throughout York and North Yorkshire.

Main outcome	Timeframe
1.1 Public sector and third sector partners recognise the Consortium as an effective mechanism to champion the third sector and to broker partnerships (Projects 1, 2 and 7)	April – September 2009  New Consortium Structure in place April 2010 – March 2011
1.2 Better engagement with public sector partners creates opportunities to develop a thriving third sector (Projects 1, 2 and 7)	April 2009 – March 2011
2.1 Infrastructure services are co-ordinated for maximum efficiency underpinned by agreed protocols for generalist and specialist support across the sub region (Projects 3 – 10)	April 2009 – March 2011
2.2 Infrastructure services are delivered within a quality standards framework, by a trained workforce that has access to a wide range of high quality resources (Projects 3 – 10)	April 2009 – March 2011
3.1 Specialist infrastructure is strengthened, being recognised and resourced, and is collaborating with generalist infrastructure to develop skills, share good practice and improve reach to diverse communities (Projects 11 – 12)	April 2009 – March 2010
3.2 Consortium members have a greater understanding of and improved skills to meet the support needs of the diverse communities in their locality (Projects 11 – 12)	April 2009 – March 2010
4 Infrastructure service and support is marketed effectively through greater collaboration between Consortium members (Project 14)	April 2009 – March 2010  New Consortium Structure in place April 2010 – March 2011
5.1 Mechanisms in place ensuring third sector representation on key strategic partnerships and forums at local, district, sub regional and regional levels (Projects 13 – 17)	April 2009 – March 2011
5.2 The Consortium is working strategically with commissioners and supporting the third sector to respond to external drivers (Projects 13 – 17)	April 2009 – March 2011

## What are the aims and objectives of the Consortium?

### Consortium aims

YNYIC will work together and through individual local infrastructure organisations to

- 1 improve partnership and collaborative working at local, district, sub regional, regional and national levels
- 2 ensure that a comprehensive range of high quality and flexible support services are available to assist the third sector to become more sustainable
- 3 ensure a commitment to equalities, accessibility and inclusion in planning and delivering support services
- 4 improve communication with the third sector and key stakeholders
- 5 increase the voice of the third sector to influence public policy and service planning from local to national level

### Consortium Objectives

- 1 to develop collaborative working practices within and between sectors
- 2 to develop high quality and flexible infrastructure services
- 3 to develop services that support diverse and socially excluded communities
- 4 to develop mechanisms for effective communication and dissemination of information within the sector and to external stakeholders
- 5 to campaign and advocate for and to support third sector to participate and engage in public policy and planning

## Please provide evidence of 3<sup>rd</sup> sector frontline need

### 1 Assessment of need; establishing priorities for the sub region (the process)

Consortium members began meeting informally in 2003, and the preparation for development of this Infrastructure Business Plan and associated Infrastructure Development Strategy has included the following review of the activities and progress the Consortium has made over the last five years.

1.1 Consortium members have reviewed progress against the Infrastructure Investment Plan (2005 -2006) priorities

- Enhancing services to frontline organisations
- Providing facilities for frontline organisations
- Modernising infrastructure

1.2 Assessed the findings and recommendations from commissioned research and activities funded through Capacitybuilders Consortium Development Fund (2007- 2008) detailed below (a summary of the findings is contained in Appendix 1).

- Thriving Third Sector; A study of North Yorkshire and the City of York
- Local Infrastructure Organisations Audit
- Engaging Trustees

- Mapping Consortium member engagement with Faith Communities
- Mapping of BME networks
- Consortium Professional Development Network report
- Regional Forum Longitudinal study interim reports
- Assessment report of statutory sector engagement with Consortium and third sector

1.3 Members have updated the PEGS analysis and Consortium Self Assessment originally undertaken in September 2007, full details in Appendix 2.

These assessments have been complemented by an analysis of key external policy drivers, the needs of third sector organisations and consultation with public sector partners in the sub region. The intelligence and information gathered has been used to revise the Consortiums Vision, Mission Aims and Objectives and to agree the Outcomes, medium term changes and projects (including proposals for the Modernisation Grant Fund) detailed in this Infrastructure Business Plan (2009 – 2011) and the associated Infrastructure Development Strategy (2009 – 2014).

## **2 Assessment of need; York and North Yorkshire (the geographic and local government administrative context)**

The sub region is geographically the largest in England, covering some 831,000 hectares (54% of the Yorkshire and Humber Region). The sub region has an excellent environment and heritage with two national parks, the historic City of York and some 30 market towns. Predominantly rural, the three largest urban areas in the sub region are York, Harrogate and Scarborough, which make up nearly 40% of the total population.

The 2001 census gave the population to be around 750,000 (current estimate being around 773,000), demographically the sub region has an older population and this is anticipated to rise, with older people tending to move here for retirement. The ethnic minority population has been small but this has significantly risen over recent years and has seen an increase in the number of migrant workers.

Whilst traditionally the quality of life is seen overall as good, the sub region has pockets of deprivation, including some in rural areas which have not attracted as many government funding programmes as other areas in the region (e.g. West and South Yorkshire). European funding has mainly focused on super output areas in York and Scarborough. Scarborough for example has 10% of its super output areas in the 10% most deprived nationally, with the majority of the worst areas suffering income deprivation along with significant health deprivation and inequality. Deprivation in rural areas often remains hidden, and is seen to be increasing due to lack of investment. Young people in the age range 19 – 35 often have to leave rural areas to find training and employment.

With an ageing population, poor access to services and social isolation are consistent features in rural areas. Affordable housing is another key priority for the sub region.

The application for unitary authority status for North Yorkshire in 2007 was unsuccessful and the sub region continues to be served by nine local authorities - North Yorkshire County Council, The City of York and seven District Councils; Craven District Council, Hambleton District Council, Harrogate Borough Council, Richmondshire District Council, Ryedale District Council, Scarborough Borough Council, and Selby District Council.

NHS North Yorkshire and York (formally NYY PCT) was established in 2006 and covers the whole sub region.

### **3 Assessment of Need; Establishing the size, scope and development support needs of the Third Sector in the sub region**

**3.1 A Thriving Third Sector; A study of North Yorkshire and the City of York (Spring 2008).** This report produced for the Consortium by University of Teesside and funded by Capacitybuilders Consortium Development Fund (2007 -2008) estimates the size of the sector to be some 3,000 organisations. Headline findings include

- About 5,000 full-time and 5,500 part-time staff
- Size of workforce risen between 15-25% since 2000
- Between 12-15,000 trustee / board places
- Revenue of sector about £270m
- Value of volunteering about £103m, 207,000 working days
- Contribution to GDP about 1.5 - 3%

The study revealed that whilst 11% were bidding for contracts and 13% delivering contracts many third sector organisations (TSOs) were not ready to engage due to:

- Lack of knowledge of opportunities (17%)
- Perception of barriers (30%)
- Against their 'core values' (28%)

The researchers posed the following questions for the sector to consider:

- To what extent can actual and perceived barriers to engagement in public sector procurement be overcome so as to maximise the impact of the sector for beneficiaries?
- Why do TSOs tend not to work together in consortia or partnership within and across district / local authority boundaries? Is there more scope for 'inter-trading' between organisations to maximise the benefit to the sector?
- How can the sector better demonstrate the 'added value' it contributes to the area in economic and social terms and what does the sector need to do to ensure that the evidence base is maintained over time?

#### **3.2 Understanding the support needs of the third sector**

Since 2005 the Consortium members have undertaken joint Customer Needs surveys of third sector organisations from across the sub region. The **2004/5 QA Survey** (to ascertain needs of First Tier Organisations) identified two priority areas of support; Funding Advice and Improving capacity to influence local and national policy development. The **Customer Needs survey 2006** identified Funding Advice and Volunteering as the two main areas of support required by the third sector.

The findings from these surveys have informed the development of previous Consortium plans and have enabled the Consortium to secure Change Up investment through Government Office, Capacitybuilders and from other funders.

The Consortium commissioned Customer Needs surveys to gain a deeper understanding of the needs and priorities of third sector organisations that operate in the sub region. This information, together with the priorities identified through the work detailed below has informed the Consortium's Infrastructure Strategy and this Business Plan.

- **Customer Needs survey 2007** (Funding Advice, Support with recruiting and managing volunteers and Marketing and promotion)
- **Consultant report HR, ICT Funding Advice Network** March 2008
- **HR Advice User survey** April 2008
- Consortium Member members surveys (NAVCA Quality Award)
- Third Sector Commissioning and Procurement Events (July – December 2007)
- **Your Needs survey 2008** (Top three support needs; volunteer recruitment and management; marketing and promotion and business planning. Organisations top three

goals to ; improve existing services; expand existing services; become a sustainably funded organisation)

#### **4 Assessment of Need; Key local regional and National Policies and strategies (the policy context)**

The analysis of recent policies and strategies identified the following key drivers

- National Government Policy includes Local Government modernisation; emphasis on partnership working, place-shaping, Community cohesion and community engagement
- Every Child Matters and Children and Young Peoples Plan
- Sub national review and City Regions
- Commissioning and procurement and third sector Public Service Delivery
- LAA and SCS - including Volunteering targets and N17 The environment for a Thriving Third Sector, Putting People First,
- Personalisation agenda including Individualised Budgets and JSNA
- Building On Success -A Strategy for Volunteering Infrastructure 2004-2014, - Report for the Commission on the Future of Volunteering and Manifest for Change, both identify modernising volunteering infrastructure as key priorities for change.
- NCVO UK Voluntary Sector Workforce Almanac 2007 highlights the increasing emphasis on public service delivery and increased professionalism for the sector setting out the need for third sector employers to concentrate on management and human resource issues.

#### **Key policy documents include**

- Communities and Local Government; White Paper 'Communities in control: Real people, real power' (July 2008)
- DEFRA; Rural White Paper (2000)
- DEFRA; Rural Strategy (2004)
- DEFRA; Yorkshire and Humber Rural Framework (2006)
- Commission for Rural Communities: State of the countryside update Rural analysis of the Index of Multiple Deprivation 2007
- Audit Commission; Hearts and Minds Commissioning from the Voluntary Sector (2006)
- Partnership in Public Services an action plan for third sector involvement (2006)
- CLG; Scaling New Heights; An action plan for Social Enterprise (2006)
- HM Treasury: Third Sector Review (2007)
- Local Government Act 2000
- Local Government and Public Involvement in Health Act (2007)
- Communities and Local Government: Creating strong, safe and prosperous communities (July 2008)

#### **5 Justification for specific Aims and Outcomes and associated projects**

**5.1 Improve partnership and collaborative working at local, district, sub regional and national levels (Aim 1, Outcomes 1.1 and 1.2).** The members of the Consortium provide Infrastructure services in their respective areas, which together cover the whole of the sub region. Consortium self assessment indicates that delivery in rural areas continues to present members with particular challenges. Inconsistent and inadequate funding of LIOs means providing third sector organisations with access to a comprehensive range of support services remains a key challenge for the Consortium to address.

Existing funding arrangements of LIOs from NYCC, City of York, NHS NYY and District Local Authorities are often based on 'historic' agreements rather than on assessment of need. The move towards outcomes-based commissioning by public sector funders across the sub region

means that funding for Infrastructure along with funding for many third sector organisations is about to be reviewed. The Consortium has prioritised the need to engage the public sector actively in an Infrastructure Funding Review.

Project 1 Consortium Development and Project 2 Common database and VCS Directory are designed to ensure that the Consortium builds on recent achievements and continues to enhance the efficiency of support services and maximising the use of resources and supporting the achievement of Outcomes 1.1 and 1.2 associated with this aim.

To achieve Outcomes 1.1 and 1.2, the Consortium will ensure that the services and support that it provides will enable the sector to thrive within new commissioning arrangements. The Commissioning and Procurement Project (Project 7) has been designed to provide the additional resources required by the Consortium to support this work. Consortium members have already begun to work with public sector colleagues to improve commissioning practices. To ensure that the diversity and range of the third sector is maintained in the sub region and to support the community benefit focus of some smaller groups, Consortium members are encouraging public sector partners to maintain grant funding.

The Consortium's Governance review will improve partnership working and collaboration of infrastructure services. The Consortium continues to have a key role to promote the value of the VCS to the public sector and in achieving LAA indicators and action plans.

## **5.2 Ensure that a comprehensive range of high quality and flexible support services are available to assist the third sector to become more sustainable (Aim 2, Outcomes 2.1 – 2.2)**

As detailed in section 3.2 the Consortium has gained a comprehensive understanding of the support required to enable third Sector organisations in the sub region to develop and sustain their services. Key policy drivers currently focus on the third sector's role in public service delivery. The move towards outcome-based commissioning at local level will require project and service delivery to relate to policy priorities set out in documents such as the JSNA.

Consortium members will continue to ensure that third sector organisations are kept up to date with policy developments and are part of local needs assessments, ensuring they are equipped to describe their work within new outcomes frameworks. Consortium members will provide support services that enable organisations to demonstrate best practice in project and service delivery, supporting them to operate within appropriate legal and quality frameworks.

As the delivery of infrastructure services is particularly challenging in the sub region, and to ensure the achievement of Outcomes 2.1 and 2.2, Consortium members have designed the following projects which aim to enable members to work together to maximise the use of available resources; build members' knowledge and skills, thus sharing expertise across the Consortium. Project proposals also include consideration of the potential for sustaining services once particular funding streams have finished.

- Project 3 LIO Premises Development
- Project 4 Strategic Volunteering Infrastructure
- Project 5 Organisational Development Training
- Project 6 Workforce Development
- Project 8 Community Accounting Network North Yorkshire (CANNY)
- Project 9 Accessible, sustainable HR support for Voluntary and Community Sector Organisations
- Project 10 Funding Advice and organisational development support programme

### **5.3 Ensure a commitment to equalities, accessibility and inclusion in planning and delivery support services (Aim 3, Outcomes 3.1 and 3.2)**

Self assessment of existing work across the six equality strands (full details Appendix 3) and consideration of the work commissioned through the Consortium Development Fund (Livewires re faith groups and YREN BME networks and engagement with the Consortium) shows much progress has been made to ensure that equality and diversity work is embedded across members' service delivery. Policy drivers for this work include Community Engagement, Neighbourhood Management and Community Cohesion strategies. Consortium members are already working with strategic partners to ensure that the role and value of the third sector to support these agendas is understood and resourced.

To ensure that equality and diversity practice continues to be embedded in practice and achieves Outcomes 3.1 and 3.2 the Consortium has identified the need to establish protocols between generalist and specialist infrastructure organisations and to modify Common database fields to enable closer assessment of engagement with groups from across the equality strands. The consortium has prioritised work with rural BME and faith groups as detailed in Project 13 Establishing the Rural Voice and work with VC as detailed in Project 11. The Rural Community Engagement Project (12) will be developed during the development of the Consortium's work plan following analysis of the responses to the current NYSP consultation on the development of Community Engagement Neighbourhood Management frameworks, expected in April 2009.

### **5.4 Improve communication to third sector organisations and key stakeholders (Aim 4, Outcome 4.1)**

Consortium self assessment indicates that whilst considerable progress has been made by Consortium members to promote the Consortium through the 'no wrong door' approach to service delivery, stakeholders often remain confused by the Consortium brand and in particular the relationship between the Consortium and NYFVO. The Governance review in 2009 aims to resolve this confusion, simplify the legal structure and accountability, review its membership and develop protocols for specialist and generalist service delivery. Once the new structure is in place a revised marketing and communication programme will be introduced through Project 14 - Marketing and Development. The full implementation of the Common Database will also be an effective tool to improve communications.

### **5.5 Increase the voice of the third sector to influence public policy and service planning from local to national level (Aim 5, Outcomes 5.1 and 5.2)**

Community engagement and third sector involvement in planning and delivery of services are high on both local and national governments' agendas. Whilst this provides opportunities for the third sector to be involved in decision-making, it has led to increasing demands being placed on third sector organisations to engage with a greater number of partnerships. This is limited by inconsistent resourcing to support this engagement. The LIO Audit, undertaken by NYFVO in early 2008 reveals that current Consortium members belong to, and attend, about 280 partnerships across the sub-region. Only 30% of these have some relation to the funding of the LIO.

To support the achievement of the Outcome 5.1 associated with this aim, the Consortium has identified the need to enhance front-line organisations' engagement with Consortium members' services. We propose to strengthen services aimed at ensuring that the needs of their communities are taken into account as part of assessment, planning and service delivery. A

particular need has been identified to prioritise work with hard to reach rural communities. Consortium members will assess current engagement, and levels of representational support securing additional investment from public sector and strategic partners where this is needed.

The Consortium is working strategically with commissioners and supporting the third sector to respond to external drivers and have prioritised work to promote the role and value of the VCS to the strategic partners through the development of LAA Indicator (N17/L65) Thriving Third Sector action plans within both strategic partnerships (WOW and NYSP). This work will support the achievement of Outcome 5.2.

The following four projects are designed to support progress towards the achievement of these outcomes.

- Project 13 Establishing the Rural Voice – Making Infrastructure Organisations Easy to Reach
- Project 15 VCS Assembly for North Yorkshire
- Project 16 Without Walls VCS engagement
- Project 17 Yorkshire and Humber Rural VCS Network

**What are the outcomes and medium term changes that your Consortium intends to bring about?**

Our **vision** is that third sector organisations are achieving their full potential in meeting the needs and aspirations of all the diverse communities they serve.

To deliver our vision our aims and objectives (page 4) are designed to achieve the following outcomes and medium term changes for the Consortium and the third sector.

Objective	Main Outcome	Medium term changes
1 to develop collaborative working practices within and between sectors	1.1 Public sector and third sector partners recognise the Consortium as an effective mechanism to champion the third sector and to broker partnerships	1.1.1 The public sector partners have greater understanding of and are engaging more effective third sector organisations
	1.2 Better engagement with public sector partners creates opportunities to develop a thriving third sector	1.2.2 Public sector engages with informed third sector organisations, meeting the needs of the diverse communities in sub region
2 to develop high quality and flexible infrastructure services	2.1 Infrastructure services are co-ordinated for maximum efficiency underpinned by agreed protocols for generalist and specialist support across the sub region	2.1.2 The consortium is robust, informed and engaged with third sector and public sector stakeholders.

	<p>2.2          Infrastructure services are delivered within a quality standards framework, by a trained workforce that has access to a wide range of high quality resources</p>	<p>2.2.2          Third sector organisations have the skills, information, resources they require to deliver and sustain high quality services to the public.</p>
<p>3          to develop services that support diverse and socially excluded communities</p>	<p>3.1          Specialist infrastructure is strengthened, being recognised and resourced, and is collaborating with generalist infrastructure to develop skills, share good practice and improve reach to diverse communities</p>	<p>3.1.2          Diverse organisations know how to access and make the better use of the support and expertise they need.</p>
	<p>3.2          Consortium members have a greater understanding of and improved skills to meet the support needs of the diverse communities in their locality</p>	<p>3.2.2          Services are coordinated and flexible, able to respond to the changing needs of the third sector organisations</p>
<p>4          to develop mechanisms for effective communication and dissemination of information within the sector and to external stakeholders</p>	<p>4.1          Infrastructure service and support is marketed effectively through greater collaboration between Consortium members</p>	<p>4.2          Third Sector and public sector are maximising their use of Consortium services</p>
<p>5          to campaign and advocate for and to support third sector to participate and engage in public policy and planning</p>	<p>5.1          Mechanisms in place ensuring third sector representation on key strategic partnerships and forums at local, district, sub regional and regional levels</p>	<p>5.1.2          The diverse communities in York and North Yorkshire are actively involved in the planning and service delivery.</p>
	<p>5.2          The Consortium is working strategically with commissioners and supporting the third sector to respond to external drivers</p>	<p>5.2.2          Public sector partners recognise and value the diversity of the sector including the contribution of small, locally led organisations.</p>

## **Who are your beneficiaries and stakeholders and how were they involved in the process?**

### **York and North Yorkshire communities**

To inform the development of this plan and the Infrastructure Development Strategy, the Consortium members have reviewed work with organisations from across each of the six equality strands and taken into account information about the needs of relevant communities. Full details in Appendix 3 Equality Strand Mapping.

### **Third Sector Organisations in York and North Yorkshire**

Since 2005 the Consortium has undertaken Customer Needs Surveys the results of which have informed the design and delivery of services to meet the needs of the third sector organisations and the communities they serve. These were addressed in previous Consortium plans and enabled the Consortium to secure Change Up investment through Government Office, Capacitybuilders and from other funders. Consultation with the Third Sector has been undertaken through the following mechanisms

- Customer Needs Survey 2007
- Your Needs Survey 2008 circulated to 1,400 groups
- consultation events regarding new Commissioning arrangements organised with NHS NYY (formally YNYPCT), NYCC and City of York
- Individual Consortium members surveys and NAVCA Quality award work
- Feedback through Consortium members services and themed third sector Forums
- Feedback from participants at the NYFVO Conference held in November 2008

Further Consultation is planned to be undertaken with the third sector organisations in 2009, and will include

- Annual Customer Needs Survey
- Consultation on the development of a VCS Assembly for North Yorkshire
- The Consortium Governance Review

### **Consortium Members**

The Chief Officers of the member organisations of the Consortium have worked together to produce this Infrastructure Business Plan and associated Infrastructure Development Strategy and the proposals for three Modernisation Grants. The Consortium has held two 'Away days' which resulted in the production of revised vision, mission, aims and objectives and projects. This work supported the development of the four bids to Big Lottery BASIS 2. Consortium members are kept up to date with developments from Capacitybuilders through updates and reports of meetings held with our Regional Managers and the circulation of the Capacitybuilders newsletter.

Consortium member trustees have been kept up to date with the development of the Business Plan and Infrastructure strategy through reports from their Chief Executives and an update from the NYFVO Chief Executive in January 2009. NYFVO Chief Executive and Chair are planning meetings with Chief Executives and Chairs of each of the Consortium members to discuss the implications of the proposed Governance review from January 2009 onwards. A meeting for the trustees of Consortium members is planned for the spring of 2009.

### **New Consortium members**

The Consortium works in partnership with many other sub regional third sector organisations. Opportunities are provided for meetings and updates regarding links between their work and

that of the Consortium. The proposed Governance review will provide an opportunity to re-examine membership of the Consortium and to develop more formal relationships or membership of the Consortium.

### Public Sector Partners

During the development of this plan Consortium members have been working with partners in the public sector to support the development of commissioning and procurement processes that enable the sector to thrive and are based on the principles of the Compact. Members of the Consortium have been involved in the first two Joint Strategic Needs Assessments (York and North Yorkshire) undertaken in the sub region.

Consortium members have discussed the development of the Business Plan at joint and individual meetings with colleagues from the public sector. The following meetings have been undertaken with public sector partners:

#### North Yorkshire County Council

The Chief Executive of NYFVO has met with Chief Executive; Assistant Chief Executive; Assistant Director Adult and Community Services.

The Voluntary Sector Liaison group in North Yorkshire, a meeting of the LIO Chief Officers, Director of Adult and Community Services, Assistant Director of Vulnerable People and Third Sector Commissioning North Yorkshire and York PCT.

#### City of York

The CEO of York CVS has explained the work of the Consortium to Roger Ranson, Assistant director, Economic Development, and Nigel Burchell Head of Strategic Partnerships.

### Regional Bodies

Chief Executive of York CVS and NYFVO are members of Sub net and the City Regions working group, supported by the Regional Forum. Members of the Regional Infrastructure Consortium have met with Consortium members and meetings are planned in the new year with West Yorkshire LDA members to examine the implications of the City Region agenda in the Region. Links with appropriate colleagues from Consortia in the North East Region are also planned.

### Please provide a summary description of the projects identified and match against stated objectives:

Please note that further details regarding these projects may be found in Appendix 4.

Objective	Project
1 To develop collaborative working practices within and between sectors	<b>1 Consortium Development</b> <ul style="list-style-type: none"> <li>▪ Monthly meetings</li> <li>▪ Consortium Governance Review</li> <li>▪ Protocols for service delivery</li> <li>▪ Information provision (newsletters, email alerts, websites)</li> <li>▪ Funding for infrastructure</li> <li>▪ Marketing and communication of services and support</li> </ul>
4 To develop mechanisms for effective communication and dissemination of information within the sector and to external stakeholders	
	<b>2 Common Database and VCS Directory</b>
2 To develop high quality and flexible	<b>3 LIO Premises Development</b>

<p>infrastructure services</p> <p>3 To develop services that support diverse and socially excluded communities</p>	<p><b>4 Strategic Volunteering Infrastructure</b></p> <p><b>5 Organisational Development Training</b></p> <p><b>6 Workforce Development</b></p>
<p>1 To develop collaborative working practices within and between sectors</p>	<p><b>7 Commissioning and Procurement Project</b></p>
<p>2 To develop high quality and flexible infrastructure services</p> <p>3 To develop services that support diverse and socially excluded communities</p>	<p><b>8 Community Accounting Network North Yorkshire (CANNY)</b></p> <p><b>9 Accessible, sustainable HR support for Voluntary and Community Sector Organisations</b></p> <p><b>10 Funding Advice and organisational development support programme</b></p>
<p>3 To develop services that support diverse and socially excluded communities</p> <p>5 To campaign and advocate for and to support the third sector to participate and engage with public policy and planning</p>	<p><b>11 BME and Faith community engagement with VC's</b></p> <p><b>12 Rural Community Engagement</b></p> <p><b>13 Establishing the Rural Voice – Making Infrastructure Organisations Easy to Reach</b></p>
<p>4 To develop mechanisms for effective communication and dissemination of information within the sector and to external stakeholders</p>	<p><b>14 Marketing and Development programme</b></p>
<p>4 To develop mechanisms for effective communication and dissemination of information within the sector and to external stakeholders</p> <p>5 To campaign and advocate for and to support the third sector to participate and engage with public policy and planning</p>	<p><b>15 VCS Assembly North Yorkshire NYSP and District LSP Engagement</b></p> <p><b>16 Without Walls VCS Engagement</b></p> <p><b>17 Yorkshire and Humber Rural VCS Network</b></p>

**Please provide details of research into any similar or related services or projects provided by other organisations:**

All the LIOs in the sub-region are members of the Consortium and work together as York and North Yorkshire Infrastructure Consortium to prepare, develop and deliver services. Consortium members have developed a Common Database which aims to ensure that third

sector organisations are provided with the information they require and to avoid duplication. The aim of this Business Plan and the associated Infrastructure Development Strategy is to enable Consortium members to develop their ability to plan and develop services together to avoid duplication and to reduce cost of service delivery. Consortium members have worked with colleagues from around the region to develop BASIS 2 applications to share good practice and skills, in particular CANNY and HR Advice project links to appropriate projects in other sub regions (WYCAS and Rotherham VA, PERS). Thus ensuring that the expertise in service delivery is shared and high quality projects have been developed.

The Funding Advice Network brings together funding advisors employed by Consortium members and those from local authorities who work with the sector to provide funding advice, this enables the provision of funding advice in the sub-region to be comprehensive and avoids duplication. The new Funding Advice Network website identifies appropriate sources of funding.

The Consortium is working with North Bank Forum which is host to the North Yorkshire and York LINKs. Partnership arrangements and protocols are being developed to enable them to utilise the Consortium's Common Database.

The Consortium is working with the new North Yorkshire Learning Consortium, which provides a strategic voice for the VCS regarding learning skills and employment. This includes supporting the third sector to engage with the development of the Geographic Programmes and the modernisation grant proposal Project 6 Workforce Development.

The Consortium has developed a memorandum of understanding with Electroville and this new partnership arrangement to deliver ICT support was launched at the NYFVO AGM and Conference 13<sup>th</sup> November. This arrangement will be reviewed after the first six months and annually thereafter.

During the development of the Business Plan; Members of the Consortium have been kept up to date with the work of the following organisations who have attended Consortium meetings

- Business Link – Social Enterprise Support Service
- Rural Arts
- North Yorkshire BME Strategy Board
- Development Trust Association
- BASSAC

As stated earlier, the Governance review will include a review of the membership of the Consortium, informing the development of an appropriate legal structure.

The Consortium works closely with the Regional Forum, ensuring that activities provided and needs identified for VCOs are raised at a Regional level. As a member of 'Sub-net' the Consortium is able to receive and share information with Consortia across the region. Representatives from the Regional Infrastructure Consortium have attended Consortium meetings to share details of their work and meetings are planned with the Bradford based Equity Partnership to help the Consortium ensure that its services meet the needs of LGBT communities.

Consortium members made a lot of use of the National hubs and links are being made with the new national support services. This will ensure that staff are up-to-date with the latest developments and able to ensure that the services they offer are high quality and meet the

diverse needs of VCOs.

The Consortium also uses information and activities provided by NAVCA and NCVO to complement the work of the Consortium and ensure that VCOs are kept informed of national developments and support.

**What are the key targets that you plan to achieve within each of the two years?**

Year	Project	Target
2009 – 2011	<b>Project 1 Consortium Development</b>	Deliver, monitor and review progress of Business Plan objectives, outcomes and key changes <ul style="list-style-type: none"> <li>• Yr1 Consortium Governance review</li> <li>• Yr 1 Protocols in place for service delivery.</li> <li>• Yr 1 Review of Consortium and partner information service provision</li> <li>• Yr1 Marketing and communication strategy in place.</li> <li>• Yr1 Review of public sector funding of Infrastructure.</li> <li>• Yr 2 New Consortium structure in place by April 2010.</li> <li>• Yr 2 Coordinated/comprehensive Information service provision in place</li> <li>• Yr2 Public sector funding secured</li> </ul>
2009 – 2011	<b>Project 2 Common Database and VCS Directory</b>	<ul style="list-style-type: none"> <li>• Yr 1 Revised protocols for use agreed; nos VCO's increased to 2000</li> <li>• Yr1 database promoted across all partners</li> <li>• Yr 2 nos VCO's increased to 2500</li> <li>• Yr2 funding secured for future maintenance and development database</li> </ul>
2009 – 2011	<b>Project 3 LIO Premises Development</b>	Please see Appendix 5 for targets Coast and Moors VA Northallerton DVSA Ryedale VA South Craven CA Craven VA Harrogate CVS as tenants of Harrogate Community House Trust

2009 – 2011	<b>Project 4 Strategic Volunteering Infrastructure</b>	<ul style="list-style-type: none"> <li>• Yr 1&amp; 2 Volunteer Centres receive 6 Professional Development Events/Training days.</li> <li>• Yr 1 Protocols for delivering specialist and generalist volunteering infrastructure have been agreed.</li> <li>• Yr 2 1000 Volunteer Involving Organisations will benefit from development of Volunteering Strategy and resources</li> <li>• Yr 1 &amp; 2 80 Volunteer Managing Organisations will benefit from effective and improved services</li> <li>• Yr 2 Multi-agency Volunteering Strategy</li> <li>• Yr 2 Volunteering Infrastructure Sustainable Funding Framework</li> </ul>
2009 - 2010	<b>Project 5 Organisational Development Training</b>	<ul style="list-style-type: none"> <li>• Yr 1 Review of current organisational development training</li> <li>• Yr 1 Establish VCO's needs and range of delivery styles, inc. trustees</li> <li>• Yr 2 Provision of comprehensive, accessible training packages</li> <li>• Yr 2 funding secured</li> </ul>
2009 - 2011	<b>Project 6 Workforce Development</b>	<ul style="list-style-type: none"> <li>• Yr 1 Enhance VCS engagement with new employment and skills partnerships</li> <li>• Yr 1 Consortium Development workers share, knowledge skills and expertise across all member organizations</li> <li>• Yr 2 Third Sector organisations have access to consistent high quality support across the sub region</li> <li>• Yr 2 Partner organisations engaged with project and working together</li> <li>• Yr 2 All sectors support the development of third sector work force strategy</li> </ul>
2009 - 2011	<b>Project 7 Commissioning &amp; Procurement</b>	<ul style="list-style-type: none"> <li>• Yr1 Guidance for VCS organisations in place for commissioning, agreed with commissioners</li> <li>• Yr 2 VCS will report greater confidence in responding to commissioning and procurement tenders</li> </ul>

2009 - 2011	<b>Project 8 Community Accounting Network North Yorkshire (CANNY)</b>	<ul style="list-style-type: none"> <li>• Yr1/2 - 60 VCO's have improved financial systems</li> <li>• Yr1/2 - 20 VCO's will have improved financial management</li> <li>• Yr2 - 80% LIO's will have improved understanding of financial issues</li> </ul>
2009 - 2011	<b>Project 9 Accessible, sustainable HR support for Voluntary and Community Sector Organisations</b>	<ul style="list-style-type: none"> <li>• Yr 1/2 50 VCOs will increase knowledge and skill regarding employment legislation</li> <li>• Yr1/2 20 Trustee Boards will report increased confidence in meeting obligations as employers</li> <li>• Yr1/2 87 VCO's will have implemented HR policies and procedures.</li> </ul>
2009 - 2011	<b>Project 10 Funding Advice and organisational development support programme</b>	<ul style="list-style-type: none"> <li>• Yr1/2 - in each District 8 VCO's will develop 3 year funding strategies</li> <li>• Yr1/2 – in each District 7 VCO's will be supported to bid for contracts</li> <li>• Yr1/2 – in each District 20 VCOs will receive funding advice.</li> </ul>
2009 - 2010	<b>Project 11 BME &amp; Faith community engagement with VC's</b>	<ul style="list-style-type: none"> <li>• Yr 1 Common Database includes increased nos of BME and faith organisations within the sub region will have been established</li> <li>• Yr 1 Strategy developed and implemented for improved engagement with BME and faith groups and the VCS</li> </ul>
2009 - 2010	<b>Project 12 Rural Community Engagement</b>	Project targets to be agreed as part of the Consortium work plan 2009 – 2011.
2009 - 2011	<b>Project 13 Establishing the Rural Voice – Making Infrastructure Organisations Easy to Reach</b>	<ul style="list-style-type: none"> <li>• Yr1/2 - 6 Rural Officer network meetings</li> <li>• Yr1/2 after input from Rural Officers Network 200 rural VCO's are more sustainable</li> </ul>

2009 - 2011	<b>14 Marketing and promotion programme</b>	<ul style="list-style-type: none"> <li>• Y1 To agree marketing programme for Consortium to include successful projects</li> <li>• Y2 Full marketing and promotion programme will be developed to promote new organisation</li> </ul>
2009 - 2011	<b>Project 15 VCS Assembly North Yorkshire</b>	<ul style="list-style-type: none"> <li>• Y1 Comprehensive review of current VCS engagement support and consultation on appropriate structures and requirements undertaken</li> <li>• Y1 NYSP and LSP partners engaged in discussions re funding</li> <li>• Y2 Appropriate support mechanisms agreed and resourced</li> </ul>
2009 - 2011	<b>Project 16 Without Walls VCS engagement</b>	<ul style="list-style-type: none"> <li>• Yr 1 Support programme for LAA action plans for N4,6,7</li> <li>• Y2 VCS engagement increases with WOW leading to measurable progress against to support N4, 6, 7 action plans</li> </ul>
2009 - 2011	<b>Project 17 Yorkshire and Humber Rural VCS Network</b>	<ul style="list-style-type: none"> <li>• Yr1/2 Increased representation and influence of rural VCOs</li> <li>• Yr1/2 Increased the opportunities for frontline VCS groups to be consulted.</li> </ul>

**Please provide a risk assessment of the business plan:** [including how risks will be contained and mitigated]

Description of risk	Impact	Probability	Existing controls and action required to mitigate the risk	Lead responsibility
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<p>Consortium BP and IS do not reach Capacitybuilders requirements</p>	<p>High</p> <p>Consortium unable to access further Capacitybuilders support</p> <p>Frontline organisations unable to access additional support services</p>	<p>Low</p>	<p>Improvement plan agreed with Capacitybuilders</p> <p>Consortium members engage with developments</p> <p>Regular updates for Regional Managers attendance at Consortium meetings</p> <p>Drafts of BP and IS provided for comments</p>	<p>NYFVO CEO PMT Consortium members</p>
<p>Funding is not secured for all projects</p>	<p>High</p> <p>Projects have been identified to support the development of the Consortium and services to third Sector organisations</p>	<p>Medium</p>	<p>Consortium supports all proposals and all bids provided within funders deadlines and designed to meet programme outcomes Additional information provided as required</p>	<p>Lead organisations NYFVO CEO PMT Consortium</p>
<p>Governance review does not lead to a agreement of new structure</p>	<p>High</p> <p>Consortium unable to function</p>	<p>Medium</p>	<p><b>Consortium members</b> NYFVO CEO and Chair meeting with CEO and chairs of Consortium member organisations</p> <p><b>Third sector</b> organisations engaged in consultation process</p> <p><b>YNY Public Sector Partners</b> Consortium will be</p>	<p>NYFVO CEO PMT Consortium</p>

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			a part of review process		
			Stakeholders informed of Gov. review		
			Consultant will be engaged to support process		

