



**Consortia Development
Fund**

A Capacity builders grant programme

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Consortia Development Fund

**Infrastructure Development Strategy
2009-2014**

York and North Yorkshire Infrastructure Consortium

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INFRASTRUCTURE DEVELOPMENT STRATEGY 2009-2014

Consortia Name: York and North Yorkshire Infrastructure Consortium

Geographical area: Unitary Authority of York and County of North Yorkshire

Lead Body: North Yorkshire Forum for Voluntary Organisations

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Consortium Vision / Mission Statement:

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.

Consortium Aims and Objectives:

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

What are the Outcomes - key changes that the Consortium aims to make over the next 5 years?

Objective	Main Outcome	Key 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

<p>2 to develop high quality and flexible infrastructure services</p>	<p>2.1 Infrastructure services are co-ordinated for maximum efficiency underpinned by agreed protocols for generalist and specialist support across the sub region</p>	<p>2.1.2 The consortium is robust, informed and engaged with third sector and public sector stakeholders.</p>
	<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 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 planning and service delivery.</p>

	5.2 The Consortium is working strategically with commissioners and supporting the third sector to respond to external drivers	5.2.2 Public sector partners recognise and value the diversity of the third sector including the contribution of small, locally led organisations.
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Please state why you feel these aims / outcomes are the right ones:

(please reference any research, consultation or other data you feel is relevant)

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 Development Strategy and associated Infrastructure Business Plan has included a review of the activities and progress the Consortium has made over the last five years. Consortium members have reviewed the Infrastructure Investment Plan (2005) priorities and the findings and recommendations from commissioned research and activities funded through Capacitybuilders Consortium Development Fund (2007- 2008). Members have updated the PEGS analysis and Consortium Self Assessment originally undertaken in September 2007.

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 and Key Changes as detailed in this Infrastructure Development Strategy (2009 – 2014) and the Projects detailed in the associated Infrastructure Business Plan (2009 – 2011).

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%)

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 Assessment of Need; Justification for specific Aims and Outcomes and 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 public sector actively in an Infrastructure Funding Review.

To achieve Outcomes 1.1 and 1.2, the Consortium aims to ensure that the services and support that it provides will enable the sector to thrive within new commissioning arrangements. 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 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. 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 will continue to 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.

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 is 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.

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 and 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.

Resources and Knowledge: what are the main implications of this Infrastructure Development Strategy for the consortium (e.g. finance, staff, volunteers, geography, skills and knowledge)?

1 Governance Review

In the first year the major activity which underpins the achievement of the outcomes detailed in the strategy is the review of the Consortiums Governance arrangements and in particular the clarification of its relationship with North Yorkshire Forum for Voluntary Organisations; a review of the relationships between specialist and generalist Infrastructure providers with the aim to develop protocols for service delivery and the identification of new members to strengthen the consortium further and fill gaps in service delivery. Consideration will be given to the impact of the City Region agenda and links with other sub regional consortia

both in Yorkshire and Humber and North East and will include consultation with all the key stakeholders both within and external to the sub region.

It is anticipated that the new legal structure will be in place by 1st April 2010. The new Consortium will monitor and regularly review its progress against the outcomes and key changes detailed in this strategy.

Leadership and support for the Consortium during the governance review will remain as detailed in the attached Terms of Reference. Consortium members will receive regular updates through Consortium email list and monthly Consortium meetings of Chief Officers.

Meetings are being planned with the Chairs of the current Consortium member Trustee Boards between January 2009 and April 2009 when the consultation regarding the governance review will begin. Consortium member Trustees will be kept up to date with developments and their views sought through their Chief Officers and regular reports from the Project Management Team.

2 Finance

In year 1 2009 – 2010 the Consortium Development Grant will be used to fund the following activities;

- Consortium Administrator NYFVO (15 hours per week)
- NYFVO CEO (15 hours per week)
- Project Management Team back fill and expenses
- Consortium Chair back fill and expenses
- Consortium meeting costs including venue, catering etc
- YREN to attend Consortium meetings
- Contribution to the Governance Review
- Customer survey 2009 using the common database

In year 2 the funds will be used to support the new Consortium structure.

Details of project costings are found in Annex Four of Consortium Infrastructure Business Plan with total budgeted project costs ££1,646,914. Further project costings will be established as project plans are developed as part of the Consortium work plan 2009 – 2011.

3 Staff

Details of estimated staff numbers and skills required is detailed in Annex 5, current staff estimated to be approximately 17 FTE's. Further staff details will be established as project plans are developed to form part of the Consortium work plan 2009 – 2011.

4 Volunteers

Consortium members trustees are engaged as detailed above in 1 Governance Review.

5 Geography York and North Yorkshire

As previously stated in the previous section in 5.1 the geography of the sub region presents the members of the Consortium with a number of challenges when planning and delivering infrastructure services across the sub region. Members aim to address these issues through the continued collaboration across the Consortium members.

6 Skills and knowledge

Consortium members have detailed knowledge of the third sector in their localities and the needs within districts. Specialist knowledge includes Health and Social Care, Children and

Young People, BME and Faith Community issues and rural policy and local issues. Members' have detailed knowledge of strategic agenda in their particular areas of brief and are engaged with Partnerships and structures. New staff and development of existing staff skills and knowledge as a part of the programme of projects detailed in the associated Infrastructure Business Plan.

7 Developing Partnerships

The Consortium plans to build on existing good relationships with public sector partners and third sector organisations and planned work includes

- Review current VCS representation and its resourcing across the sub region
- Access funding to support VCS representation across Without Walls
- Consult on the development of an VCS Assembly for North Yorkshire
- Work with Commissioners and the third sector to support the development of third sector friendly commissioning and procurement processes in the sub region
- Continue to work with partners across the sub region
- Continue to work with partners in other sub regional Consortia and the Regional Forum

8 Strengthening the Consortium

As detailed in the associated Infrastructure Business Plan the Consortium will

- Under take a review of the Consortium's Governance arrangements
- Develop the Common Database and review information provision
- Strengthen links with specialist providers and develop protocols
- Ensure that equality and diversity continues to be embedded in all its work
- Ensure that it is accessible to groups from across all the equality strands
- Review the provision of organisational development training across consortium members

Please outline the roles of key people/organisations in delivering the Infrastructure Development Strategy

Organisation / Person	Role	Timescale

NYFVO Consortium Administrator	Convene and administer monthly Consortium and meetings	Quarterly meetings Apr, Jul, Oct 2009 Jan 2010
NYFVO CEO and Consortium Chair	Manage Consortium meetings; including setting agenda	Quarterly
Project Team and NYFVO CEO	Produce Consortium work plan for agreement with Consortium.	April 2009
	Oversee and report progress against objectives and towards achievement of outcomes	Quarterly PMT meetings Agenda item on Consortium meetings
Consortium members	Agree Consortium work plan	April 2009
	Participate in Governance review and development of new structure	April 2009 – 2010
	Evaluate progress towards outcome achievement	Quarterly at Consortium meetings and reports
	Participate in common database development and information provision review	April 2009 – 2014
	Participate in infrastructure funding review	April 2009 onwards
	Participate in the delivery of any successful modernisation grant and BASIS 2 projects	April 2009 onwards Ongoing
	Participate in the delivery of District/City of York projects as appropriate	Ongoing
	Commit to quality assurance processes	

Monitoring and Evaluation: - What are the timescales, key steps, and process for reviewing the Infrastructure Development Strategy? /

Who	Keep step	Process	Timescale
NYFVO CEO and PMT	Develop Consortium work plan	<ul style="list-style-type: none"> • Governance review timetable agreed • Consider Outcomes and impact monitoring 	<p>Agreed April 2009 May 2009</p> <p>September 09 and quarterly until 2014</p>
NFYVO CEO, PMT and all Consortium members	Monitoring progress against targets	<ul style="list-style-type: none"> • Establish monitoring arrangements with delivery partners • Quarterly progress reports to full Consortium • Monitoring information for funders 	<p>Agenda item at Consortium meetings 2010 - 2014</p>
NYFVO CEO/PMT	Review Infrastructure Strategy	<ul style="list-style-type: none"> • Assess progress towards objectives and outcomes • Assess current PEGS • Under take self assessment • Revise Strategy as appropriate 	<p>Annually in March 2010 – 2014</p>
NYFVO CEO and PMT	External evaluation with key stakeholders	<ul style="list-style-type: none"> • Bi-annual survey • Annual telephone survey • Focus group 	<p>Annually in March 2010 – 2014</p>

INFRASTRUCTURE DEVELOPMENT STRATEGY

Name of Consortium: York and North Yorkshire Infrastructure Consortium

Lead body signature: North Yorkshire Forum for Voluntary Organisations

Date signed: 14th January 2008

Date signed off by Consortium: 8th January 2009

ANNEX

Consortium membership and Terms of Reference:

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