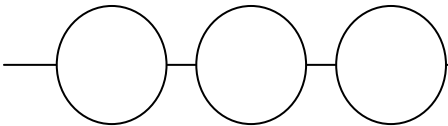




# South Yorkshire ChangeUp Consortium

**Strategic Plan  
2008 - 2011**

August 2009



The Spectrum, Coke Hill, Rotherham. S60 2HX.  
Tel: 01709 361214 Fax: 01709 834459  
Email: [partnerships@sycc.org.uk](mailto:partnerships@sycc.org.uk) [www.syopenforum.org.uk](http://www.syopenforum.org.uk)  
Registered in England Number 4133577 Registered Charity No. 1091819



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# Contents

	<b>Page</b>		<b>Page</b>
Executive Summary	1		
1. Introduction	1	7. Aims & Objectives	
2. Local context		7.1 Commitment to Equality & Diversity	7
2.1 Description of the area	3	7.2 Commitment to working in partnership	8
2.2 Brief History of the consortium	4	7.3 Commitment to delivering high quality services	8
2.3 Evidence of need	4	7.4 Commitment to promoting the voice of the sector	9
2.4 Membership of the consortium	5	8. Action Plan	11
3. Key principles that guide the work of the consortium	5	9. Funding & Resources	15
4. Vision	6		
5. Mission	6	Appendices	
6. Values	6	A. SYCC 4 <sup>th</sup> draft protocol	17
		B. Model Terms of Reference for District Infrastructure Consortia	20
		C. A list of comprehensive services	22

## Written with the assistance of:

Members of the SYCC  
 Staff of SYOF  
 Sue Tuffin Training & Consultancy

## Executive Summary

The Consortium members are aspirational about the changes they can bring about in support services in South Yorkshire, and believe that by working together they are improving the quality and range of support services, and making them more accessible and sustainable.

### Our vision

A thriving and effective third sector that has independent, innovative, flexible, responsive and sustainable voluntary, community and faith organisations that are achieving their full potential in meeting the needs and aspirations of all the diverse communities they serve.

### Our mission

To work collaboratively to ensure that high quality, sustainable and accessible infrastructure support is available to voluntary, community and faith organisations throughout South Yorkshire.

Aims – what we hope to achieve			
To embed the principles and practice of inclusion, equality and diversity within the planning and delivery of voluntary and community sector infrastructure support services in South Yorkshire	To develop and sustain the ChangeUp Consortium as an efficient and effective vehicle for local infrastructure organisations to work together strategically in partnership, for the benefit of the organisations and communities that they serve	To facilitate the coordination and development of a comprehensive range of high quality, inclusive, accessible and flexible support services that are available to frontline organisations to enable them to become more effective and sustainable	To increase the level of influence and engagement with statutory agencies, the private sector and non statutory funders to increase understanding of the role of infrastructure support and ensure that the VCS has an effective voice in influencing policy, planning and access to funding
Outcomes – making a difference			
<ul style="list-style-type: none"> <li>☺ Marginalised/excluded groups and communities are engaged in identifying and meeting gaps in their support needs</li> <li>☺ There is equal access to the full range of infrastructure support services for all voluntary and community organisations in all areas of South Yorkshire</li> <li>☺ The principles of inclusion, equality and diversity are central to the planning and delivery of infrastructure support services in South Yorkshire</li> </ul>	<ul style="list-style-type: none"> <li>☺ Infrastructure services are strategic, responsive, co-ordinated, delivered efficiently, and sustainable</li> <li>☺ Infrastructure support services are of high quality and responsive to the needs of voluntary and community organisations</li> <li>☺ Longer term strategies for infrastructure are developed informed by understanding of context, needs and impact of the voluntary and community sector</li> <li>☺ There is confidence in the provision of infrastructure support and recognition of its added value</li> </ul>	<ul style="list-style-type: none"> <li>☺ Voluntary and community organisations are better placed to identify the impact improved service provision has had on their performance and sustainability</li> <li>☺ Infrastructure organisations benefit from the impact of collaboration on the range, quality and relevance of the services they provide</li> </ul>	<ul style="list-style-type: none"> <li>☺ Voluntary and community organisations have increased opportunities to influence policies and programmes and contribute to the delivery of public services</li> <li>☺ Infrastructure organisations are better positioned and supported to represent voluntary and community organisations</li> </ul>

### Objectives – getting things done

<ul style="list-style-type: none"> <li>✓ Reviewing the Consortium membership to ensure that it fairly reflects the range of eligible local infrastructure organisations working with marginalised and rural communities</li> <li>✓ Supporting the development of a sub-regional BME Infrastructure Network (SYBEPN)</li> <li>✓ Setting up and supporting an Advisory Group on Equality and Diversity to cover the range of equalities included in the work of the EHRC, and building this in to future planning and development</li> <li>✓ Monitoring the style and content of District level infrastructure plans in terms of their approach to inclusion, equality and diversity.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Securing and managing resources to service and develop the Consortium</li> <li>✓ Facilitating meaningful and productive communication between consortium members, the wider VCS and external stakeholders by providing information on the range and benefits of services available to them</li> <li>✓ Supporting the development of District infrastructure meetings, and District plans</li> <li>✓ Brokering peer support and training to develop healthy infrastructure organisations that value and invest in developing a skilled and knowledgeable workforce</li> <li>✓ Engaging with other Capacity Builders funded projects to maximise the benefits of their work</li> </ul>	<ul style="list-style-type: none"> <li>✓ Supporting the continuous improvement of service delivery by developing a common approach to collecting and sharing customer satisfaction feedback that includes the identification of support needs of organisations and groups at all stages of development</li> <li>✓ Providing a forum to facilitate the coordination of support services that provide a seamless path incorporating diagnosis, signposting and referrals</li> <li>✓ Coordinating resilience support to strengthen voluntary and community organisations during the economic downturn</li> <li>✓ Supporting collaborative work to strengthen VCO engagement in procurement and commissioning processes</li> <li>✓ Facilitating collaborative work to coordinate focused support for VCO's engaged in volunteer recruitment and management</li> </ul>	<ul style="list-style-type: none"> <li>✓ Developing relationships with relevant partners to ensure that the VCS is effectively and consistently represented and engaged with partnerships, commissioners and funders across the four districts of South Yorkshire</li> <li>✓ Supporting and developing mechanisms that enable people from all the diverse communities of South Yorkshire to inform and influence district and area based structures and strategic partnerships</li> <li>✓ Coordinating communication mechanisms, information and training to support VCS engagement and develop the capacity of organisations and individuals to carry out their representational roles effectively</li> </ul>
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### The Consortium Membership

<ul style="list-style-type: none"> <li>• Barnsley Black &amp; Ethnic Minority Initiative</li> <li>• Black Card</li> <li>• Doncaster Ethnic Minority Regeneration Partnership</li> <li>• OFFER (Sheffield CEN)</li> </ul>	<ul style="list-style-type: none"> <li>• Rotherham Ethnic Minority Alliance</li> <li>• Rural Action Yorkshire</li> <li>• Sheffield Community Enterprise Development Unit</li> <li>• South Yorkshire Funding Advice Bureau</li> </ul>	<ul style="list-style-type: none"> <li>• South Yorkshire Open Forum</li> <li>• South Yorkshire Womens Development Trust</li> <li>• Together for Regeneration</li> <li>• Voluntary Action Barnsley</li> </ul>	<ul style="list-style-type: none"> <li>• Voluntary Action Rotherham</li> <li>• Voluntary Action Sheffield</li> <li>• VC Train</li> </ul>
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## 1. Introduction

This strategic plan sets out how the SYCC (the consortium) and its members will achieve its vision and mission up to March 2011 and to act as a springboard for work beyond this date. The consortium members are aspirational about the changes they can bring about in support services in South Yorkshire, and believe that by working together they are improving the quality and range of support services, and making them more accessible and sustainable. This document will serve as a guide to the collective work of the consortium members and also as a tool to aid the effective promotion and communication of the consortiums work to the wider third sector, public and private sector agencies and organisations in South Yorkshire and beyond.

The plan will identify the key drivers, principles and aims and objectives of the consortiums work and detail how these will be achieved and at what cost.

## 2. Local context

### 2.1 Description of the Area

South Yorkshire is a metropolitan county in the Yorkshire and Humber region of England, consisting of the 4 Metropolitan Boroughs of Barnsley, Doncaster, Rotherham and Sheffield. The administrative county area was created on 1 April 1974 and abolished in 1986, which means that the 4 Districts are now effectively unitary authority areas. The recent establishment of the Sheffield City Region has shifted the political and economic focus of the area; membership includes the four local authorities within South Yorkshire as well as five local authorities, two county councils and Peak District National Park authority. Together they have committed to collaborative action in a bid to accelerate the economic growth of the area.

The county continues to exist in law, covering an area of 1,552 sq miles, ranging from densely populated urban areas to sparsely populated rural areas. Sheffield is the 6<sup>th</sup> most populous conurbation in England and contains over half of the county's population; the total population of South Yorkshire is 1,266,338 (2001 Census) of which 95% describe themselves as White, 2.6% South Asian and 2.4% Black.

It is estimated that there are at least 6,264 voluntary organisations and community groups (VCO's) operating in South Yorkshire. Just over half are based in Sheffield, 21% in Rotherham, 14% in Barnsley and 12% in Doncaster. 39% of VCO's in South Yorkshire are involved in leisure, recreation and sport activities. Around 32% are involved in education, research and training. Between a quarter and a third of the sector is involved in some form of social welfare activities, such as welfare and social care, childcare, play and youth work and health.

Using survey results from 2006, the total income for the VCS in South Yorkshire is estimated to be £843 million.

## 2.2 Brief History

Development and capacity building support for VCO's is provided by a range of VCS generic and specialist infrastructure agencies, who together make up the membership of the South Yorkshire ChangeUp Consortium. The Consortium was established following the launch of the national ChangeUp Programme in June 2004 and is currently funded by the Consortium Development Grant through the Capacity Builders Agency.

Increasingly the political and administrative functions of government departments and agencies is becoming regionalised, with less emphasis on maintaining a sub-regional structure. The implementation of Local Area Agreements has placed a greater level of accountability and control at borough level, whilst the development of City Regions is having a big impact on traditional constituency boundaries that are now increasingly defined by economic influences and travel to work routes.

## 2.3 Evidence of need

Research<sup>12</sup> and additional consultations and feedback gathered by SYOF has identified a number of support need priorities across the sector that can be summarised as follows:

- Building capacity to effectively engage in commissioning and procurement processes
- Supporting BME groups and networks to develop
  - Networking opportunities
  - Advice, guidance, support and encouragement
  - Examples of good practice
  - Training
- Finding and recruiting new volunteers
- Time to get involved in networks and partnerships
- Raising funds
- Getting new members and users involved in your group
- Keeping and developing volunteers
- Getting the right skills and experience on your management committee
- Skills in being able to put in good quality funding bids.

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<sup>1</sup> Part of the Picture. Sheffield Hallam University. September 2006

<sup>2</sup> Sustainability Route Maps for South Yorkshire's Third Sector. SCEDU January 2008

## 2.4 Membership

It is anticipated that the membership of the Consortium will change over time to reflect the developing roles of new and existing infrastructure organisations and the evolving priorities of the Consortium. At the 31<sup>st</sup> March 2009, the SYCC membership included:

- Barnsley Black & Ethnic Minority Initiative
- Black Card
- Doncaster CVS
- Doncaster Ethnic Minority Regeneration Partnership
- OFFER (Sheffield CEN)
- Rotherham Ethnic Minority Alliance
- Rural Action Yorkshire
- Sheffield Community Enterprise Development Unit
- South Yorkshire Funding Advice Bureau
- South Yorkshire Open Forum
- South Yorkshire Womens Development Trust
- Together for Regeneration
- VC Train
- Voluntary Action Barnsley
- Voluntary Action Rotherham
- Voluntary Action Sheffield

## 3. Key principles that guide the work of the consortium

These principles will be incorporated into the 2007 4<sup>th</sup> draft paper on the protocols for membership roles, responsibilities and deliverables, which will be finalised and approved to accompany Terms of Reference for the consortium in 2008/9.

SYCC member organisations with different levels of resources have an equal role in planning and influencing the work of SYCC

There is a culture of mutual support. SYCC members recognise and utilise the diversity and different perspectives and strengths of different members and take time to help each other, with ideas and expertise

SYCC members invest time in developing their knowledge and understanding of each other's business, interests, position and priorities

SYCC members understand the services provided by others and are confident in their quality. They receive and offer constructive criticism to improve services.

SYCC members are committed to collaboration when this approach offers complementary services, increases access and improves quality. There is also an acceptance that co-operation is not always possible, where funding criteria, failure to agree a delivery model or organisational interests may result in competition but this does not damage the longer term commitment to working together.

SYCC members share resources, information and ideas about their plans and achievements and alert each other to funding and other opportunities that may be of interest

SYCC members acknowledge resources and ideas that have originated from other members

SYCC members trust each other to advocate on behalf of others.

SYCC members seek to engage with statutory agencies, the private sector and non statutory funders to increase understanding of the role of infrastructure support, lever in investment and ensure that VCOs have an effective voice in influencing policy and planning.

#### **4. Our vision**

A thriving and effective third sector that has independent, innovative, flexible, responsive and sustainable voluntary, community and faith organisations that are achieving their full potential in meeting the needs and aspirations of all the diverse communities they serve.

#### **5. Our mission**

To work collaboratively to ensure that high quality, sustainable and accessible infrastructure support is available to voluntary, community and faith organisations throughout South Yorkshire.

#### **6. Our values**

- Create an open and transparent environment that promotes trust and respect between members and with external stakeholders and partners
- Engage in collaborative working across all levels of activity to further the work of the consortium
- Strive to be inclusive, democratic and equitable in our collective work and also review the membership base of the consortium to constantly reflect the sector we serve
- Promote the principle of subsidiary so that activities are carried out at the most appropriate level by the members and/or partnerships best placed to meet customer needs and make the most effective use of resources

## 7. Our aims and objectives

### 7.1 Commitment to Equality and Diversity

#### Statement

South Yorkshire ChangeUp Consortium(SYCC) welcomes the diversity of the communities that live and work in the area, and is committed to their full and equal inclusion in all aspects of community life. SYCC will actively work to engage with community based organisations providing infrastructure support to marginalised groups, and to respond to their expressed needs.

#### Aim

To embed the principles and practice of inclusion, equality and diversity within the planning and delivery of VCS infrastructure support services in South Yorkshire

#### Outcomes

- Marginalised/excluded groups and communities are engaged in identifying and meeting gaps in their support needs
- There is equal access to the full range of infrastructure support services for all VCOs in all areas of South Yorkshire
- The principles of inclusion, equality and diversity are central to the planning and delivery of infrastructure support services in South Yorkshire

#### Objectives

Within the period of this plan, this will be achieved by:

- 7.1.1 Reviewing Consortium Membership to ensure that it fairly reflects the range of eligible LIOs working with marginalised and rural communities
- 7.1.2 Supporting the development of a sub-regional BME Network (SYBEPN)
- 7.1.3 Setting up and supporting an Advisory Group on Equality and Diversity to cover the range of equalities included in the work of the EHRC, and building this in to future planning and development
- 7.1.4 Monitoring the style and content of District level infrastructure plans in terms of their approach to inclusion, equality and diversity.

### 7.2 Commitment to Working in Partnership

**Statement**

SYCC believes in the added value of effective partnership working at District and sub-regional level, in order to sustain and maximise the range, quality and quantity of infrastructure support services available to all VCOs across South Yorkshire

**Aim**

To develop and sustain the ChangeUp Consortium as an efficient and effective vehicle for LIOs to work together strategically in partnership, for the benefit of the organisations and communities that they serve.

**Outcomes**

- Infrastructure services are strategic, responsive, co-ordinated, delivered efficiently, and sustainable
- Infrastructure support services are of high quality and responsive to the needs of frontline organisations (FLOs)
- Longer term strategies for infrastructure are developed informed by understanding of context, needs and impact
- There is confidence in the provision of infrastructure support and recognition of its added value

**Objectives**

Within the period of this plan, this will be achieved by:

**7.2.1** Securing and managing resources to service and develop the Consortium

**7.2.2** Facilitating meaningful and productive communication between consortium members, the wider VCS and external stakeholders by providing information on the range and benefits of services available to them

**7.2.3** Supporting the development of District infrastructure meetings, and District plans

**7.2.4** Brokering peer support and training to develop healthy infrastructure organisations that value and invest in developing a skilled and knowledgeable workforce

**7.2.5** Engaging with other Capacity Builders funded projects to maximise the benefits of their work

**7.3 Commitment to delivering high quality services****Statement**

SYCC believes that developing and delivering high quality support services is central to the growth and development of VCO's in South Yorkshire and is an intrinsic element in contributing to the development of a thriving third sector.

**Aim**

To facilitate the coordination and development of a comprehensive range of high quality, inclusive, accessible and flexible support services that are available to frontline organisations to enable them to become more effective and sustainable.

### **Outcomes**

- VCO's are better placed to identify the impact improved service provision has had on their performance and sustainability
- Infrastructure organisations benefit from the impact of collaboration on the range, quality and relevance of the services they provide

### **Objectives**

Within the period of this plan, this will be achieved by:

- 7.3.1** Supporting the continuous improvement of service delivery by developing a common approach to collecting and sharing customer satisfaction feedback that includes the identification of support needs of organisations and groups at all stages of development
- 7.3.2** Providing a forum to facilitate the coordination of support services that provide a seamless path incorporating diagnosis, signposting and referrals
- 7.3.3** Coordinating resilience support to strengthen VCO's during the economic downturn
- 7.3.4** Supporting collaborative work to strengthen VCO engagement in procurement and commissioning processes
- 7.3.5** Facilitating collaborative work to coordinate focused support for VCO's engaged in volunteer recruitment and management

## **7.4 Commitment to promoting the voice of the sector**

### **Statement**

SYCC believes that through effective collaboration the voice of infrastructure support organisations can be strengthened and their contribution in creating the environment for a thriving third sector is both recognised and valued.

### **Aim**

To increase the level of influence and engagement with statutory agencies, the private sector and non statutory funders to increase understanding of the role of infrastructure support and ensure that the VCS has an effective voice in influencing policy, planning and access to funding.

### **Outcomes**

- VCO's have increased opportunities to influence policies and programmes and contribute to the delivery of public services
- Infrastructure organisations are better positioned and supported to represent VCO's

## **Objectives**

Within the period of this plan, this will be achieved by:

- 7.4.1** Developing relationships with relevant partners to ensure that the VCS is effectively and consistently represented and engaged with partnerships, commissioners and funders across the four districts of South Yorkshire
- 7.4.2** Supporting and developing mechanisms that enable people from all the diverse communities of South Yorkshire to inform and influence district and area based structures and strategic partnerships
- 7.4.3** Coordinating communication mechanisms, information and training to support VCS engagement and develop the capacity of organisations and individuals to carry out their representational roles effectively

## 8. Action Plan 2009 – 2010

<b>7.1 Aim</b> To embed the principles and practice of inclusion, equality and diversity within the planning and delivery of VCS infrastructure support services in South Yorkshire								
<b>Outcomes</b> <ul style="list-style-type: none"> <li>▪ Marginalised/excluded groups and communities are engaged in identifying and meeting gaps in their support needs</li> <li>▪ There is equal access to the full range of infrastructure support services for all VCOs in all areas of South Yorkshire</li> <li>▪ The principles of inclusion, equality and diversity are central to the planning and delivery of infrastructure support services in South Yorkshire</li> </ul>								
Outcome number / priority rating	Activity title	Activity Output/s	Indicator/s	Baseline/s	Target/s	Derived from	Responsibility	Budget
<i>Outcome number/s relating to each specific activity</i>	<i>Working title of each individual piece of work to be undertaken</i>	<i>What the activity will produce</i>	<i>Indicators that will tell you if an activity is helping you meet your targets</i>	<i>pre-existing indicator data</i>	<i>A defined level of achievement you have set</i>	<i>Where will you collect your data and how?</i>	<i>Individual/group or organisation</i>	<i>What is the approx. cost of this activity?</i>
7.1.1	Review consortium membership	Draft ToR and strategy for member engagement. New members recruited	Membership fairly reflects range of eligible LIOs working with marginalised groups	SYCC membership list March 2009	Review membership annually	Revised list of SYCC members	CDM/SYCC	£0
7.1.2	Supporting the development of a sub-regional BME Network	Part time worker employed (0.5 pt33)	SYBEPN strategy implemented	Strategy refreshed April 2009	Measurable progress by December 2009	Progress against strategy/work plan	CDM/SYBEPN	£8,714
7.1.3	Establish an E&D advisory arrangement	Sub group established	ToR and schedule of meetings	EHRC remit	Two meetings in 2009 with identified action points	Minutes of meetings	CDM/SYCC	£3,000
7.1.4	E&D proofing district level infrastructure plans	E&D criteria established re: inclusion / reach etc Equality Audit?	District meeting agendas	No baseline	Plans incorporate E&D criteria by Sept 2009	Individual district plans	CDM/SYCC	Take out of existing £4k

= High Priority
  = Medium Priority
  = Low Priority
  = to be confirmed

<b>7.2 Aim</b> To develop and sustain the ChangeUp Consortium as an efficient and effective vehicle for LIOs to work together strategically in partnership, for the benefit of the organisations and communities that they serve.								
<b>Outcomes</b> <ul style="list-style-type: none"> <li>▪ Infrastructure services are strategic, responsive, co-ordinated, delivered efficiently, and sustainable</li> <li>▪ Infrastructure support services are of high quality and responsive to the needs of frontline organisations (FLOs)</li> <li>▪ Longer term strategies for infrastructure are developed informed by understanding of context, needs and impact</li> <li>▪ There is confidence in the provision of infrastructure support and recognition of its added value</li> </ul>								
Outcome number / priority rating	Activity title	Activity Output/s	Indicator/s	Baseline/s	Target/s	Derived from	Responsibility	Budget
7.2.1	Securing/managing resources to service and develop the consortium	Completed Cb monitoring returns. Refreshed work plan to include resilience. Seek additional funding	Cb monitoring deadlines met	Quarterly expenditure returns	Refreshed work plan submitted 30.6.09 plus expenditure returns	SYCC refreshed strategy 08-11	CDM	£0
7.2.2	Facilitating effective communication with stakeholders	Exploration of existing & new channels to communicate the work of the consortium. Rebranding to create distinct identity?	External stakeholders have access to information e.g. e-bulletins / websites (Amazing Opportunities, SYCC members channels etc).	Need to collect statistics	Attendance at SubNet and other strategic meetings. One piece of publicity produced by Sept 09. Directory of Services produced Jan 10	Reports from meetings. Copy of publicity / information	CDM	£1,000
7.2.3	Supporting the development of district infrastructure meetings and plans	Meetings held in four districts	District plans reflect the strategic objectives of the SYCC plan 08-11	SYCC strategic plan 08-11	Plans completed by Oct 09	Individual district plans	CDM/District Networks	£20,000
7.2.4	Brokering peer support to develop healthy infrastructure organisations	Establish consensus on criteria for 'healthy' orgs, including workforce development needs	Opportunities for peer support/learning and training are identified	NAVCA performance framework / PERFORM?	Criteria developed & 3 peer support / learning / training interventions by Dec 09	Case studies, attendance on training courses	CDM / SYCC / SY Quality Project and SY WFD Project / NSS	£1,000
7.2.5	Engaging with other Cb funded projects to maximize the benefits of their work	Closer liaison between SYCC members and Modernisation, Improving Reach and BASIS funded projects	Opportunities for collaborative work / support identified	Project work plans	Invitation to submit brief report to SYCC meetings	Minutes of SYCC meetings / case studies	CDM / SYCC / SY Quality Project and SY WFD Project	£0
	Reviewing and evaluating the impact of the consortiums work	Members review day & formal evaluation exercise	Aims and outcomes are being met	Capacitybuilders national evaluation findings	Completed by March 2010 to inform new planning cycle	Evaluation report	CDM / SYCC / Quality Project	£1,600

= High Priority
  = Medium Priority
  = Low Priority
  = to be confirmed

Outcome number / priority rating	Activity title	Activity Output/s	Indicator/s	Baseline/s	Target/s	Derived from	Responsibility	Budget
<b>7.3 Aim</b> To facilitate the coordination and development of a comprehensive range of high quality, inclusive, accessible and flexible support services, which are available to frontline organisations to enable them to become more effective and sustainable. <b>Outcomes</b> <ul style="list-style-type: none"> <li>VCO's are better placed to identify the impact improved service provision has had on their performance and sustainability</li> <li>Infrastructure organisations benefit from the impact of collaboration on the range, quality and relevance of the services they provide</li> </ul>								
7.3.1	Supporting the continuous improvement of service delivery	Map the provision of support services at district and sub-regional level – <i>including diversity activities</i>	Gaps and overlaps in service delivery identified	Need to collect statistics	Mapping exercise completed by Sept 09 that identifies opportunities to collaborate/develop new services	Report on opportunities for collaborative work	CDM/District Networks / sub-regional SYCC members	Included in 7.2.3 And existing £4k from 08/9
		Developing a common approach to collecting and sharing service user feedback. SYCC working group established	Collaborative working at district level and SYCC	Individual SYCC member surveys in place. Research e.g. 3 <sup>rd</sup> sector trends – Northern Rock	Common approach established by Dec 09 Database developed	Impact, sustainability & support needs identified (at all stages of development) reported by Mar 2010	CDM / SYCC / District Networks / SY Quality Project	7.2.3
7.3.2	Facilitate the coordination of support services	Develop a seamless pathway that incorporates diagnosis, signposting and referrals	'No closed door' procedures developed that break the referral cycle for support service users	Need to collect evidence	Pathways and procedures for referral developed by Jan 2010	Guidance documents for support service users	CDM/District Networks / sub-regional SYCC members	7.2.3
7.3.3	Coordinate resilience support to strengthen VCO's during the economic downturn.	Deliver Credit Crunch Roadshows and support from the Rapid Response Team	VCO's take up the support	No baseline measure	100 organisations attend Roadshows and 16 access RRT support	Signing –in sheets and application/evaluation forms	CDM/ SYCC	£25k
7.3.4	Strengthen VCO engagement in procurement and commissioning processes	Support collaborative working between C&P services	Engagement in partnership working	3 <sup>rd</sup> sector sustainability research	1 meeting and action plan developed. Shared training / development opportunities by Feb 10	Minutes, action plans, needs analysis	CDM/ SYCC	
7.3.5	Coordinate focused support for VCO's engaged in volunteer recruitment and management	Develop support activities for volunteer coordinators	Collaborative working to identify support needs		Support activities planned by Sept 09	Project proposal	CDM/ SYCC	

■ = High Priority  
 ■ = Medium Priority  
 ■ = Low Priority  
 □ = to be confirmed

<b>7.4 Aim</b> To increase the level of influence and engagement with statutory agencies, the private sector and non statutory funders to increase understanding of the role of infrastructure support and ensure that the VCS has an effective voice in influencing policy, planning and access to funding.								
<b>Outcomes</b> <ul style="list-style-type: none"> <li>▪ VCO's have increased opportunities to influence policies and programmes and contribute to the delivery of public services</li> <li>▪ Infrastructure organisations are better positioned and supported to represent VCO's</li> </ul>								
Outcome number / priority rating	Activity title	Activity Output/s	Indicator/s	Baseline/s	Target/s	Derived from	Responsibility	Budget
7.4.1	Developing strategic relationships	Creating opportunities for VCS representation / influence	Invitation to meetings and opportunities to make meaningful contributions	Regional Forum SubNet	Exploratory talks with LSPs, CEN's, City Regions, RDA to identify opportunities	Agendas/minutes of meetings	CDM / SYCC	£0
7.4.2	Support/develop mechanisms to enable diverse communities to inform and influence strategic partnerships	Research into the needs of the sector including engagement at sub-regional and district levels	Representative structures/processes are reviewed e.g. CEN's	Existing research? LSP recruitment. CEN membership	Report produced and areas for improved engagement / influence are identified by Jan 2010	Mapping exercise / research	CDM / SYCC	£5,033
7.4.3	Supporting individuals and organisations to carry out representational roles effectively	Support the development of communication mechanisms, information and training for reps	Evidence of collaboration and joint working across the sub-region	Individual CEN and LSP strategies and support mechanisms for reps	Mapping of existing support functions and opportunities for development completed by Jan 2010	Mapping and case studies	CDM / SYCC	Included in 7.4.2

■ = High Priority  
 ■ = Medium Priority  
 ■ = Low Priority  
  = to be confirmed

## 9. Funding & resources

The principle source of funding for the development of the consortium comes from Capacitybuilders Consortium Development Grant programme, which is a three year award that started in April 2008 and will end in March 2011. The total value of the award is £264,000 and the breakdown of the grant for 2009/10 is listed below:

### SYCC Projected Budget 2009-10

#### Income

Consortium Development Grant	£	<b>88,000</b>
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#### Expenditure

##### Payroll Costs

Consortium Development Manager (28 hrs)	£	28,353	
Chairing fee	£	1,000	4 meetings @ £250 per meeting including prep & follow up £800 per month includes £200 bi-monthly external supervision
Management overheads	£	7,700	
Recruitment	£	1,000	
Accommodation costs	£	5,100	one qtr at SYOF, 3 qtrs at VAR
Travel	£	2,000	
Running costs	£	2,500	Tel, stationery etc
Conferences/events/training	£	1,000	
Review & Evaluation	£	1,600	Room hire, refreshments, facilitation etc
Equality & Diversity Strand:			
Equality & Diversity Advisory Group	£	3,000	3 meetings for 10 people with attendance fee £100 per person 7 months 17.5 hours per week from 09/10 budget + 5 months from 01/11 budget to make 12month contract
SYBEPN Development Worker	£	8,714	
District Infrastructure Networks	£	20,000	
Research & Project Work	£	5,033	
Marketing & Communication	£	1,000	

	£	<b>88,000</b>
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Remaining funds to allocate	£	-
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In addition to the Consortium Development Grant the consortium also received an additional £25,000 from Capacitybuilders Resilience Fund for 2008/9. A number of individual members of the consortium also hold Capacitybuilders grants that contribute to the funding and resources available to developing support services over the period 2008-11, including:

- Modernisation Grant funds:
  - South Yorkshire Quality Project (149,807)
  - South Yorkshire Workforce Development Project (100,601)
- Improving Reach
  - Faith Sector Development Team (312,468)
  - Open Forum for Economic Regeneration (£336,000)
- Social Enterprise Grant Awards
  - Professional & Continuing Development Project (130,702)

A number of successful BASIS 2 bids also provide additional resources that support the work of the consortium over the period 2009-12, including:

- Human Resource (452,952)
- Funding Advice and Development (including legal) (299,967)
- Community Accountancy (471,081)
- Strengthening infrastructure services to the 3<sup>rd</sup> sector in rural South Yorkshire (338,248)

## Appendix A

### **SOUTH YORKSHIRE CHANGEUP CONSORTIUM FOURTH DRAFT PAPER ON MEMBERSHIP ROLES, RESPONSIBILITIES AND DELIVERABLES (9<sup>th</sup> November 2007).**

#### **PURPOSE OF THE SOUTH YORKSHIRE CHANGEUP CONSORTIUM**

To enable infrastructure organisations (ISOs) to improve their **quality, capacity and sustainability** in order to serve communities better. (ISOs are those organisations whose key role is to provide support to frontline voluntary, community and social enterprise sectors).

#### **WHO ARE THE MEMBERS?**

The Consortium brings together ISOs who provide support in South Yorkshire:

- Either across the **whole** of their District;
- Or to their community of interest in **at least two** Districts.

#### **BENEFITS TO SOUTH YORKSHIRE THIRD SECTOR**

- **Reduction in competition and duplication** in the provision of infrastructure services.
- Infrastructure services **linked together better**.
- **A partnership response** to service needs and policies.
- **Improved quality, performance, reach and accessibility** through peer review, sharing of practice and collaboration.
- Engagement of **District based groups** in ChangeUp projects funded by the Infrastructure Investment Programme (IIP).
- Stronger **advocacy**.
- Stronger **influence** over the statutory sector.

#### **BENEFITS TO THE MEMBERS**

- **Creating a common vision** for the Third Sector in South Yorkshire and **participating** in realising it.
- Identifying with other ISOs **common issues** that affect the sector;
- **Sharing ideas** with others about how to tackle current challenges and **learning** about successful approaches others have used;
- Building **trust and collaboration** rather than wasteful competition;
- **Collaborating** around joint activity and **sharing resources**;
- **Linking** parts of their own organisations to partnership activity in order to spread the benefits;
- **Opportunities** to raise problems and concerns proactively, to gain **allies** from a wider agenda and a consequent **stronger voice**.
- **Influence** over improving through new funding and/or policy initiatives.

- **Better links** with front line and grass roots groups particularly from excluded and marginalized communities.
- Access to **funding opportunities**.

#### WHAT MEMBERS CAN EXPECT FROM THE CONSORTIUM

- **Briefing and induction** into the nature of and benefits to be achieved by the partnership. *Clear succinct material (including any evaluations) is needed. This should be passed on to others in members' organisation. Induction material is needed for new members about the Consortium's vision, objectives, business plan and roles.*
- **Knowledge** about other members' organisations, structures and networks. This will help them to understand better how to contribute to joint work and where they can ask for help.
- Processes for allocations of Consortium funding which promote **collaboration and not competition**. Otherwise trust will be undermined.
- **Sub group structures and working groups**, possibly time limited, through which members can work jointly with each other.
- **Regular joint reviews** of the partnership workings in order to identify improvements.
- **Team building events** at least once a year.
- Provision of **training** on significant issues including on **strategic planning**.
- Opportunities to **host** Consortium meetings in turn as a way of making the Consortium visible in diverse areas and to learn about diverse areas.
- **Confidence** that all members will declare any personal interests or conflicts of interest and a system for recording them.
- **Confidence** that members will not make personal gain or profit.
- Agendas of meetings must be designed to **engage** as many partners as possible with **time for networking** between partners. The majority of items should originate from the interests of members or sub groups of members.
- Agenda papers will be **distributed well in advance** to allow members time to consult on them.
- Payment of **expenses** properly incurred.
- Decision making through consensus but in exceptional situations **one vote** for members present at the meeting.

#### WHAT THE CONSORTIUM EXPECTS OF MEMBERS

- Members will need to set up **communication structures** within their own organisation through which to receive timely briefings, report back and debrief, and to manage their contribution to the partnership activities.
- Members need to **engage with their customers** to keep abreast of intelligence, information on needs and feedback on infrastructure services.
- **Time** available for partnership work, with the support of their organisation.
- Commitment to the partnership's **equality and diversity principles** in order that the partnership is **inclusive** and **accessible** to all.
- Explicit **commitment** to the Consortium's **vision, objectives, business plan** and established **priorities** including the IIP.

- Commitment to **sharing information** about their own organisation.
- An attitude of **openness and collaboration**, rather than competition.
- Nomination of **substitutes** properly briefed about what is expected of them.
- **Acceptance** that remuneration is not allowed
- Acting in accordance with the Consortium's **rules** of procedure.
- **Declaration** of any personal interests or conflicts of interest and **withdrawal** from voting.
- **Not** to make personal gain or profit from being a member.

#### **WHAT MEMBERS WILL BE EXPECTED TO DELIVER-GENERAL**

- **Information** from their organisation.
- **Strategic ideas and analysis** to inform Consortium decision making and strategy setting.
- **Views** about what needs to be done.
- **Time** to deliberate with other members.
- **Links to and from** different part of their organisation.
- **Identifying resources** and help that can be offered.
- **Receiving resources** and **accounting** for their use.
- **Receiving help** from other organisations;
- **Creating links** between the Consortium and the member's grass roots groups and projects.
- **Advocating** for partnership goals within their networks and structures.
- **Specific deliverables** for each individual member.

#### **WHAT MEMBERS WILL BE EXPECTED TO DELIVER-INDIVIDUAL**

(This section will be different for each person and will depend on their unique situation and will be drawn from individual questionnaires when they are returned).

## Appendix B

### Model Terms of Reference for District Infrastructure Consortia

#### Vision

We will support a thriving and effective third sector that has independent, innovative, flexible, responsive and sustainable voluntary, community and faith organisations that are achieving their full potential in meeting the needs and aspirations of all the diverse communities they serve.

**The key principle** for developing Local Infrastructure Plans is one of subsidiarity so that activities are carried out at the most appropriate level by the members and/or partnerships best placed to meet customer needs and make the most effective use of resources

**The Role** of the group is to lead, on behalf of SYCC, activities related to the achievement of the objectives set out in the SYCC Strategic Plan 2008-11 at a local level.

- The group will function as the local body responsible for the development of a Local Infrastructure Plan
- The group will act as an effective and accountable form of leadership to help the SYCC deliver its strategic outcomes at a local level
- The group will operate as a partnership, and work in partnership, to get things done

#### Remit

Specifically, the group will:

- Develop the membership of the group as appropriate to respond to district level priorities and develop equitable and inclusive protocols for joint working and service delivery
- Seek information on existing local initiatives which could contribute to or enhance the delivery of the objectives and targets described in the SYCC Strategic Plan 2008-11
- Act as a source of information, advice and guidance to SYCC on local developments related to the planning and development of infrastructure support services
- Coordinate and report information on progress related to the objectives set out in the SYCC Strategic Plan 2008-11 for the purpose of reporting to Capacitybuilders.
- Write a local infrastructure plan that includes:
  - Identifying duplication/overlap in provision of infrastructure services

- Surveying customer satisfaction and identifying support needs, including those specifically related to the economic downturn
  - Incorporating the principles of inclusion, equality and diversity into the planning process to ensure equality of access to support services
  - Clarifying referral pathways to ensure service users benefit from joint working between support service providers
- Engage with Local Strategic Partnerships and other public and private partnerships to enable diverse communities to inform and influence policy and decision making processes e.g. contributing to Local Area Agreements
  - Providing opportunities for members to learn about each others work.
  - Arranging themed meetings and events e.g. Health or Education as appropriate

### **Operation**

- The group will meet as appropriate
- The group will appoint a Chair on a rotational basis for each meeting
- It is expected that most decisions will be reached by consensus. However, in the event that consensus cannot be reached then each member is entitled to one vote based on a show of hands

### **Annual Review:**

These terms are intended as a model to be adopted by each of the four district groups in South Yorkshire and may be subject to approval by SYCC. They will be subject to annual review. 19<sup>th</sup> May 2009

## Appendix C

### A list of comprehensive services

This means that support services: -

- are consistent and available across the whole sub-region: in both urban and rural areas
- meet the requirements of all organisations, specifically including those serving BME and rural organisations

The range of support services provided by SYCC members and partners will include, but are not exclusive to:

1. Generalist Support
2. Support for specific communities e.g new communities, disability
3. Workforce and skills development
4. Leadership and management
5. Community Accountancy
6. Quality improvement
7. Legal Services
8. Human resources
9. Funding information and advice and income generation
10. Social enterprise
11. Commissioning and procurement
12. Volunteering
13. Environmental sustainability
14. Information and Computer Technology
15. Partnership working
16. Voice and strategic engagement