

Infrastructure Sector Collaboration; what's working

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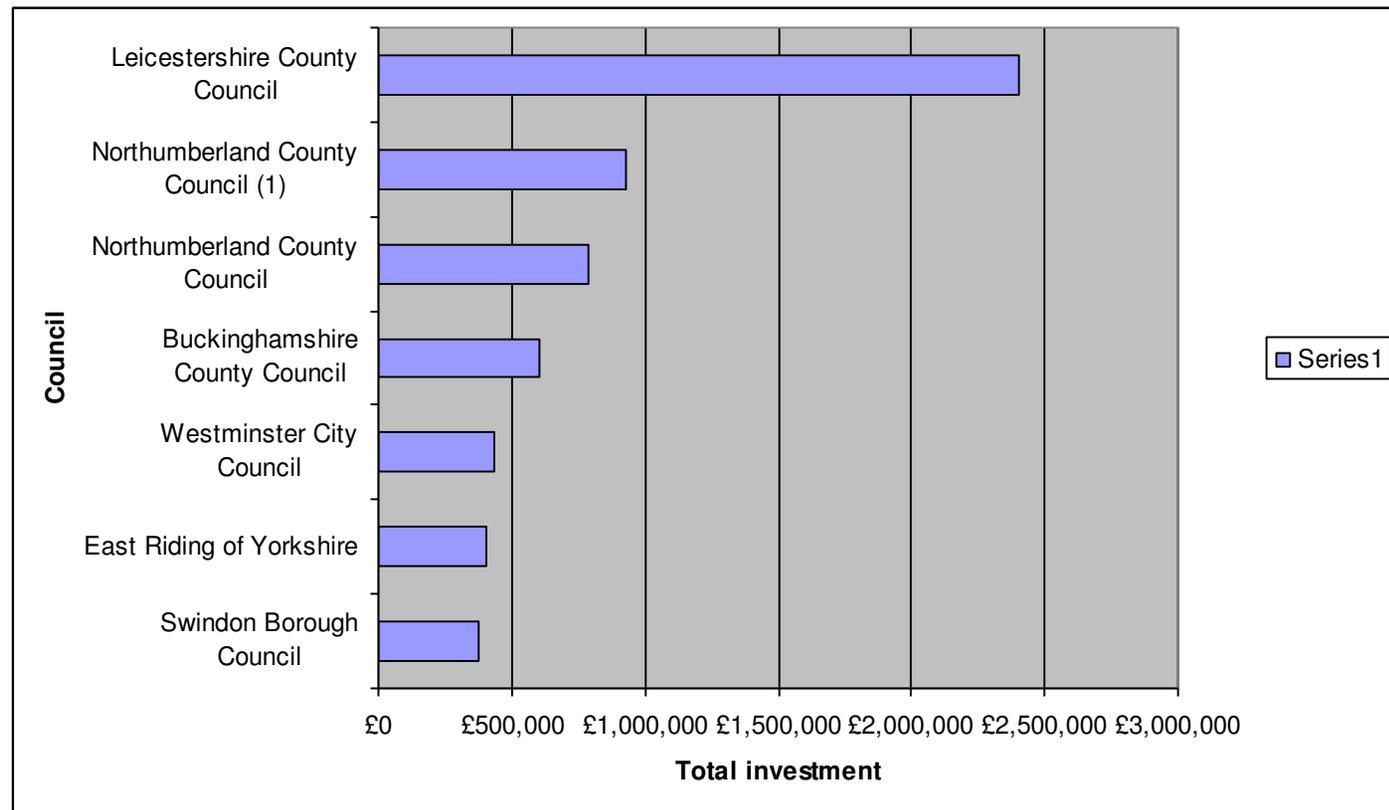
East Midlands Local Infrastructure
Symposium 2014

The traditional CVS business model is not viable.



- Councils value a service, but won't pay for all of it.

Graph shows 3 year Figures



- Councils require more efficiency and innovation.
 - Infrastructure functions in Doncaster & Westminster have been re-contracted to ‘out-of-area’/ private providers.
 - A northern council believes its infrastructure function can best be delivered in-house

Values



In the council's pocket

**Idealist/
Backwards looking**

Unsustainable

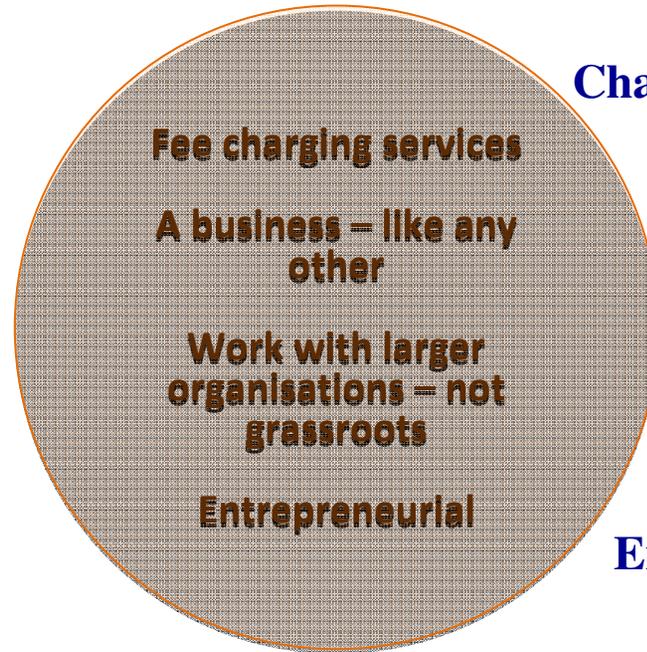


Chasing the money

Seen as “competitor”

Not trusted

Empire building



Existence

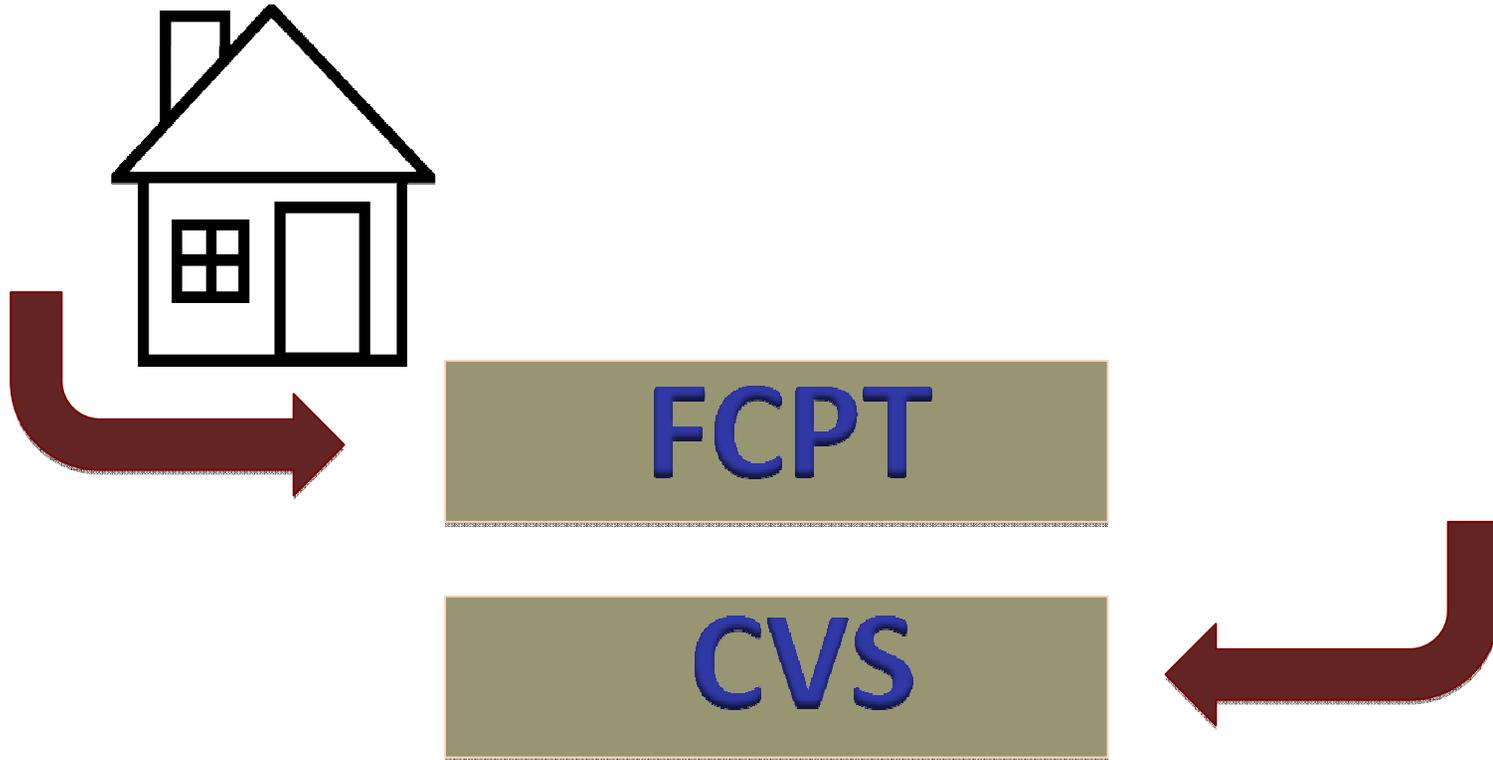
Values vrs Existence?

- More of a continuum, rather than either/or
- Likelihood of pragmatic 'balancing' between the two 'ends'
- My thesis is that a merger should strengthen a CVSs capacity to create a strong integrated position.

Example: “Asset Acquisition”

acevo
Charity Leaders Network

Sobus, Hammersmith & Fulham



Sobus

- Merger of CaVSA – community infrastructure body for Hammersmith and Fulham.
- Fulham Community Partnership Trust (FCPT) – the legacy body from the NDC Programme.
- FCPT owns Dawes Rd Hub, which is mostly rentable space.
- CaVSA has a small-ish grant from the council which supports a small team.

Example: Community Impact Bucks

Merged CVSs



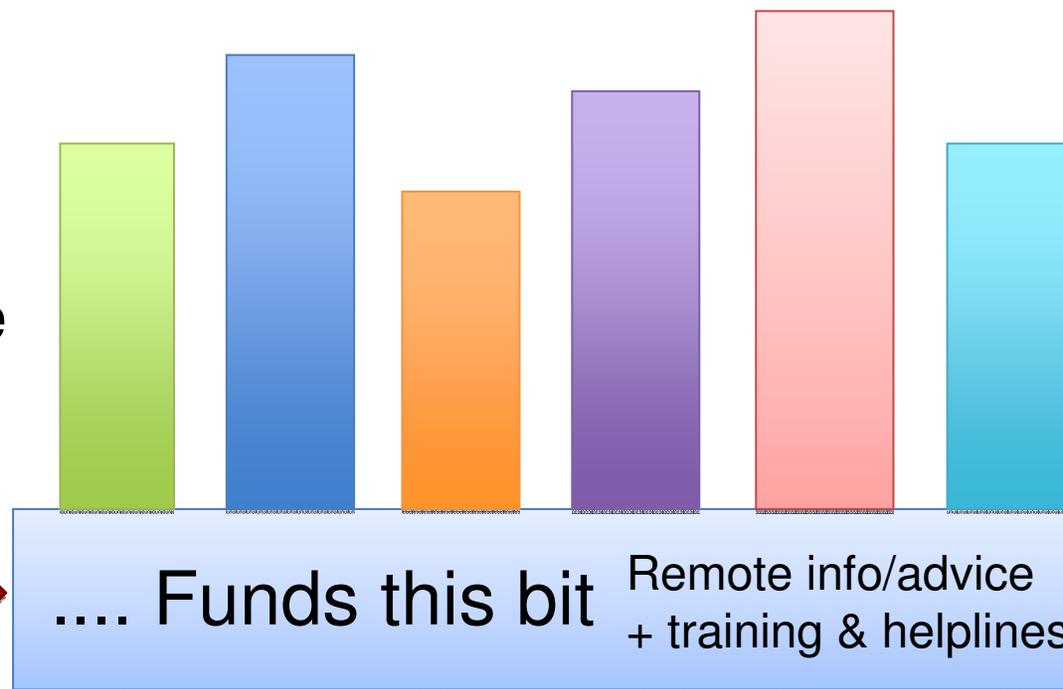
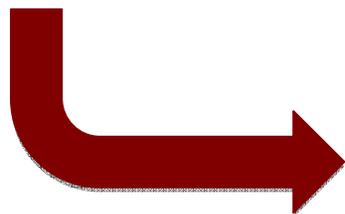
Community Impact Bucks

- Bucks Community Action & district bodies came together and were funded by a joint grant from 2007-11.
- In 2011 merged with the Volunteer Centre and RCC to form Community Impact Bucks
- Turnover circa £1m, infrastructure grant of £202k.

CIB Business Model

Capacity to deliver additional services

£200k
infrastructure
grant

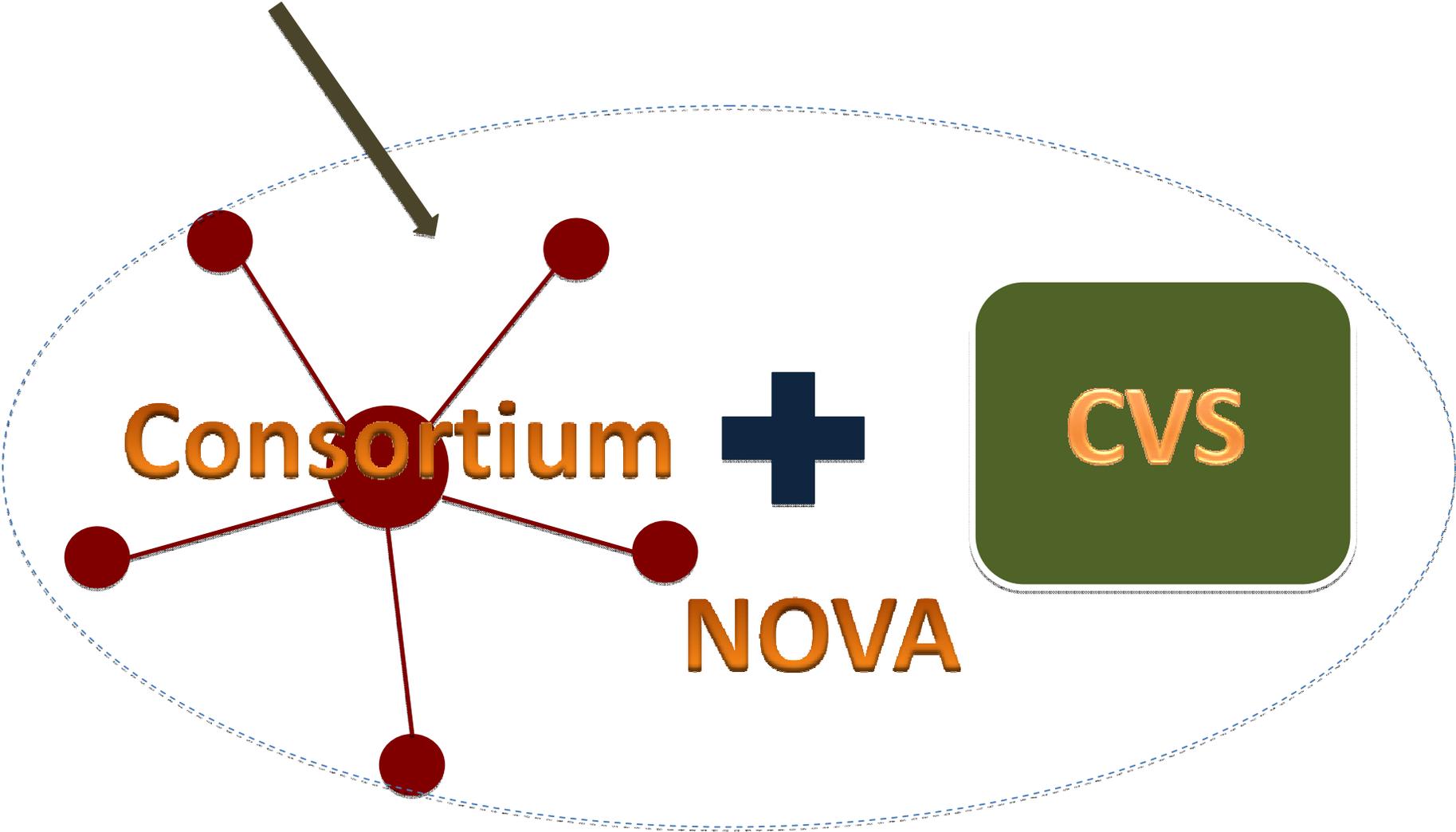


CIB (continued)

- Bucks CC acknowledges that it isn't funding enough to deliver all outcomes in spec
- Council grant allows CIB to lever in additional money, which allows it to deliver more services, adding value to the basic grant
- CIB does not have a membership or claim to speak for the sector

Wakefield

Specialist suppliers



Nova Strategic Map

Volunteering

Voice and Leadership

Identify big issues for sector
Nova Assembly
Support specific campaigns

Opportunities for Growth

Developing Organisations

Opportunities for delivering contracts
Collaboration
Quality
Innovative Models of delivery

Support to members, directly and
Via partners

Tentative Conclusions

- Mergers likely to be successful are those that add to Existence/Values continuum.
- i.e. this often involves merging with a business that has an income stream independent from providing infrastructure services.
- CVSs are in becoming more flexible around how they interpret their infrastructure responsibilities.

Nova's Year 1 forecast

Source	Year 1
Contract top slice revenue	£70,000
Other earned income	£4,000
Grants	£50,000
Statutory contribution to core Resource model	£90,000
Statutory contribution to partners	£61,000
Total	£275,000

- Further info, please contact

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