



# Nottinghamshire Infrastructure Consortium

Better support for the voluntary and community sectors in the county and city

## Infrastructure Development Strategy 2008 – 2014

Prepared by M Cooper, Coordinator  
Nottinghamshire Infrastructure Consortium  
December 2007

ChangeUp



FUNDED

# Consortia Development Strategy 2008 - 2014

**Consortia name:** Nottinghamshire Infrastructure Consortium  
**Geographical area:** City of Nottingham and County of Nottinghamshire  
**Lead body:** Joint leads, NAVO (Networking Action for Voluntary Organisations) and NCVS (Nottingham Council for Voluntary service). NAVO acts as accountable body

## Contact details

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## Consortium Vision / Mission statement<sup>1</sup>

Our vision is of a voluntary and community sector in Nottinghamshire confidently achieving its full potential, making a positive difference to the quality of life and wellbeing of local communities.<sup>2</sup>

Our mission or purpose is to develop a good quality sustainable infrastructure support which understands and meets the needs of the VCS, that is itself rooted within strong, diverse and cohesive communities across the County.

## Consortium aims and objectives

The Consortium will:

Work, together and with front line organisations and partners, to improve and sustain services in the voluntary and community sector in Nottinghamshire:

- To ensure that front line organisations are able to access good quality support from specialist and local infrastructure organisations
- To establish infrastructure provision that has sustained funding sources, and looks to opportunities for more efficient delivery
- To develop a sector that supports improvements in services via relevant quality standards, evidencing of impact, and identifying and responding to gaps in provision

Provide a representative voice for the sector, and for the people of Nottinghamshire

- By ensuring that our infrastructure provision demonstrates effective complimentary partnerships between SIOs and LIOs and other infrastructure service providers
- By developing a clear voice for the sector that is accepted as equal partner with accountable meaningful representation on key County and City partnerships

Work towards equal access to appropriate services for all groups and communities in our area

- By supporting a sector that mainstreams equality throughout its work

<sup>1</sup> Vision and Values statement *adopted 13<sup>th</sup> March 2007*

<sup>2</sup> In this document the term Nottinghamshire includes the County of Nottinghamshire and the City of Nottingham. The term County also includes the City of Nottingham.

- Recognising and responding to the needs of specific disadvantaged groups

## **What are the key changes that the Consortium aims to make over the next 6 years?**

To achieve the aims and objectives set by the Consortium the following key changes will be achieved:

### **Aim1: Work, together and with front line organisations and partners, to improve and sustain services in the voluntary and community sector in Nottinghamshire**

<b>Objective</b>	<b>Key change</b>
1.1 To ensure that front line organisations are able to access good quality support from specialist and local infrastructure organisations	1.1.1. Endeavour to improve support to front line groups so that they will receive the right level of quality support 1.1.2. Develop measurement of standards of infrastructure services 1.1.3. Develop a communication strategy that addresses both the needs of the Consortium and also the needs of front line organisations
1.2 To establish infrastructure provision that has sustained funding sources, and looks to opportunities for more efficient delivery	1.2.1. Develop clear funding strategies to support infrastructure provision 1.2.2. Demonstrate engagement with funders 1.2.3. Work for the acceptance of Full Cost Recovery modelling by sector and funders 1.2.4. Progress work to improve infrastructure efficiency
1.3 To develop a sector that supports improvements in services via relevant quality standards, evidencing of impact, and identifying and responding to gaps in provision	1.3.1. Support the establishment of a regional collaborative research unit 1.3.2. Promote the use of the Consortium quality standard toolkit and other quality makers for front line groups

### **Aim 2: Provide a representative voice for the sector, and for the people of Nottinghamshire**

<b>Objective</b>	<b>Key change</b>
2.1. By ensuring that our infrastructure provision demonstrates effective complimentary partnerships between SIOs and LIOs and other infrastructure service providers	2.1.1. Develop a framework for effective delivery of specialist and general services
2.2. By developing a clear voice for the sector that is accepted as equal partner with accountable meaningful representation on key County and City partnerships	2.2.1. Develop clarity of how the voice of the sector is utilised to improve the lives of people in Nottinghamshire 2.2.2. Improve communication mechanisms

### **Aim 3: Work towards equal access to appropriate services for all groups and communities in our area**

Objective	Key change
3.1. By supporting a sector that mainstreams equality throughout its work,	3.1.1. Introduce equality proofing of all new projects and existing work
3.2. Recognising and responding to the needs of specific disadvantaged groups	3.2.1. Utilising 'Improving Reach' and other funding for intensive work with disadvantaged groups 3.2.2. Sustain and develop the work of the pilot Notts BME Forum 3.2.3. Determine the needs of new and emerging communities who may face disadvantage

## Please state why you feel these aims are the right ones

### Context

The Consortium was formally established in Nottinghamshire in 2004 as a response to the Government's ChangeUp agenda. The original Infrastructure Investment Plan (IIP) dates from that year and has subsequently been revised.<sup>3</sup> In 2004 and 2005, the Consortium focused on carrying out a range of project work, which has improved infrastructure delivery or provided research to guide the Consortium. From 2005 the Consortium developed a range of projects under the umbrella 'Working Smarter' which included ChangeUp Window 3 and Consortium project funding. Research with front line organisations, Consortium members and other partners are summarised in the Working Smarter Report (WSR) published in 2007.<sup>4</sup>

The key projects and activities of the Consortium are referenced below, with a full bibliography in appendix 3

The Consortium operates within the national, regional and local context.

### National Context<sup>5</sup>

At a national level the Consortium's work is influenced by government policy and activities of national bodies such as NCVO.

### Government Policy

There has been an increasing focus on the contribution of the voluntary and community sector and the Third Sector as a whole to Civil Society by government. In May 2006 a new "Office for the Third Sector" was established and the Comprehensive Spending Review of the same year instigated a review into the future role of the Third Sector. This review highlighted four key areas for the sector;

- Enabling voice and campaigning so that local people can better participate in local and national decisions. Voluntary and community organisations are identified as having a "critical role" in this process and a "growing role in civic society". At the same time many of these engagement processes focus on the direct engagement of individuals rather than through formal organisations.
- Strengthening communities by enabling people from all backgrounds to take an active role through volunteering and other activities to build trust and "promote relationships and understanding".
- Transforming public services by helping to "design or deliver" better services". In particular the potential for Third Sector delivery of services through procurement and commissioning processes

<sup>3</sup> *Nottinghamshire and Nottingham Infrastructure Investment Plan*, Nottinghamshire. Infrastructure Consortium (2004), also see *Change Management Plan* part of IIP.

<sup>4</sup> *Working Smarter Report*, Barbara Anne Walker, Clive La Court, for Nottinghamshire Voluntary Sector Infrastructure Consortium (February 2007).

<sup>5</sup> This section is based on work completed by EM Single platform on behalf of the EMISG  
Nottinghamshire Infrastructure Consortium  
Infrastructure Development Strategy, January 2008

- Encouraging social enterprise and enabling those organisations that wish to diversify their income streams to undertake more trading activity.

It also identified priorities to provide longer term funding, improve research and improve skills.

This increased focus on the Third Sector and the four key roles are also reflected in the recent publication of the 30 new PSAs and in particular PSA 21. This focuses on achieving “cohesive, empowered and active communities” and gives a key role to Third Sector organisations and to volunteering. It highlights 6 key indicators including the percentage of people feeling they are able to influence decisions in any given locality and a thriving Third Sector. In giving such a key role to the Third Sector and outlining such indicators, this PSA opens up the potential for Third Sector provision and infrastructure services to have a higher profile in Local Area Agreements.

A major uncertainty for the sector is a change of government or perhaps a change in direction of the current administration that may impact on our work.

NCVOs “Voluntary Sector Strategic Analysis” provides evidence of the sector’s move away from grant funding, with major variations of income based on the size of the organisations, with the number of charities continuing to grow.

### **Regional context**

Within the East Midlands the sector must work with a range of key statutory regional stakeholders, including Government Office for the East Midlands, the East Midlands Development Agency, the Strategic Health Authority, the Learning and Skills Council, the Big Lottery Fund and networks such as the Regional Funders Forum.

There are three primary bodies at regional level that bring infrastructure organisations together to ensure effective delivery.

The East Midlands Infrastructure Steering Group brings together all the County Consortia in the region and the Regional Consortium. This is the lead contact point for Capacitybuilders in relation to the development and delivery of the Capacitybuilders/ChangeUp programme at an East Midlands level. EMISG undertakes the following activities;

- Advises on the proportional allocation of Capacitybuilders funding to the counties,
- Takes an overview of progress within the consortia, monitoring spend
- Acts as mechanism for sharing best practice and providing mutual support
- Takes a strategic view on region wide delivery and how other stakeholders and their policies need to be influenced to achieve the goal of effective sustainable infrastructure provision within the region.

To date there has been limited activity on this last point.

The new East Midlands Single Platform has been set up to provide a collective voice for the sector at a regional level and an access point for regional statutory stakeholders into the sector. It aims to have a greater impact on influencing the development of policy at a regional level to ensure that it reflects the sectors needs, contribution and perspective. The membership of the Platform, (the Assembly) will bring together infrastructure organisations across the region and the Executive Board will have membership from both regional and sub regional infrastructure organisations. The development of this new structure has dominated regional activity and involvement by the Consortium over the last year.

The Regional Consortium was set up through the ChangeUp programme in the same way as the County ChangeUp Consortia. It brings together organisations and networks whose primary focus is regional and acts as a mechanism for them to work more effectively together.

### **Local context**

At a local level the Consortium works within Nottingham City and Nottinghamshire County. There are many challenges in working under a 2 tier local government structure. Within Nottinghamshire there are

difficulties in cross authority work, which include the relationship between the City and the County Councils and between the County and the Districts.

Nottinghamshire is a long narrow county incorporating communities in rural, ex coalfields, inner City, large council developments and some areas of prosperity. The County's population is 748,510 and the City's is 286,400.<sup>6</sup> The inclusion in the East Midlands and economic and tourist promotion cite Nottingham as the jewel of the Midlands, whilst the County battles with areas of high gun crime, and deprived communities to the north of the County. BME communities form 15% of the population in the City, but there are also small isolated areas of population throughout the County, totally 3.2%.<sup>7</sup> New and emerging communities, mainly from Eastern Europe are settling throughout the County and City.

### **Nottingham City**

Within Nottingham there are 2,600 voluntary and community groups, with an income of £70million, 2,500 paid workers and volunteer time equivalent to further 3200 full time jobs.<sup>8</sup> There is a draft Compact, launched by a Council and VCS working group in December 2006 with pledges on the following themes:

- Communication and engagement with the VCS, and through them with communities
- The VCS lobbying role
- Equalities and support to small groups
- The funding relationship and service delivery

One Nottingham is the Local Strategic Partnership (LSP) for Nottingham and the Sector is engaged via the Nottingham Community Network, (hosted by NCVS) and at a community neighbourhood level via local area partnerships. It also runs elections, trains and supports VCS reps on the ON board and themed partnerships.

Currently there are two main mechanisms for the VCS to communicate with the Council; the Strategic Liaison Group and the Open Forum. The leader of the Council is a strong supporter of the sector.

The conurbation around the City is included in some partnership arrangements such as the 'Greater Nottingham Partnership'. However Nottingham is not seen as the main city for many communities in Nottinghamshire, who may look to Sheffield, Derby, Chesterfield or Grantham for work, shopping or entertainment.

### **Nottinghamshire County**

There is no equivalent research on the make up of county based organisations. Although the County Council listed 20 infrastructure organisations in receipt of Council grants totalling £544,075.<sup>9</sup>

The sector is negotiating a Compact with the County Council (led by NAVO).

Nottinghamshire Strategic Partnership is the LSP for the County and has voluntary sector representatives. NAVO are currently facilitating discussions on LAA targets, although there are some problems with the way the 'Stronger Communities' strand is being implemented.

Engagement with the sector is via the Voluntary Sector Liaison Group, the Voluntary Sector Partnership and NAVO, whose role is to enhance Voluntary and statutory sector partnership work. Whilst there are key officers who support the sector, there is a lack of political 'buy in', or a strategic over view of its work.

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<sup>6</sup> UK Census 2001

<sup>7</sup> *Infrastructure Support for Black and Minority Ethnic Organisations in Notts*, Lotus Consultancy, (2006) for NAVO on behalf of NIC,

[http://www.nottinghamcity.gov.uk/sitemap/services/social\\_issues/population/census\\_homepage/city\\_data.htm](http://www.nottinghamcity.gov.uk/sitemap/services/social_issues/population/census_homepage/city_data.htm)

<sup>8</sup> NCVS Dec 2006

<sup>9</sup> Nottinghamshire County Council Infrastructure Review – Consultation Paper, September 2005

The County (and districts) provide some capacity building for community groups but this is often in competition, rather than in partnership, with the Sector.

In April 2007 the County Council presented proposals for a more outcome driven grant aid agreement for infrastructure organisations. The proposal was delayed by the County but work will start on the proposal again in 2008.<sup>10</sup>

The sector also works at a locality level with 7 district councils and via Nottingham City Council's neighbourhood management.

The work of the Consortium must compliment the existing structures within the County.

### **Evidence of need**

The aims, objectives and key changes detailed above are based on the following needs analysis.

#### **To improve and sustain services**

The Consortium's original IIP demonstrated problems with unequal provision of services to groups and the WSR highlighted that provision had not been addressed adequately and that front line organisations were still concerned with continuing gaps, variable standards, and poor signposting to services.<sup>11</sup> The Notts CC Community Development Team Strategy makes little reference to the work of CVS based Community Development Workers, highlighting difficulties of providing complimentary and blanket provision in different areas of the County (although this varies within individual districts).<sup>12</sup> The Group Development Sub Group established in August 2007 has commenced the mapping of provision. The (delayed) County Council Infrastructure Funding Review will also address gaps in provision and potential duplication.<sup>13</sup>

The Consortium has been concerned that minimum quality standards should be encouraged throughout the sector. This intention was detailed in the IIP, and referred to in the WSR.<sup>14</sup> The *Nyon Report* produced in 2004 proposed the further development of quality standards for youth work and the Notts Rural Community Council developed this further in 2006 to produce a toolkit for community workers to use with groups.<sup>15</sup>

Whilst development of mechanisms to measure impact remains a priority for the Consortium it is felt that the Regional Consortium proposal to establish a regional research unit would be the best way to progress this work.

The Community Development Workers toolkit and the Equalities and Diversity toolkit were both developed in 2006.<sup>16</sup> Both have the potential to improve quality standards but have not been fully disseminated to, or implemented by, partners.

The Sector's ability to provide these services is dependent upon it developing a solid foundation based on sustainable funding and continuing improvement of services. The IIP, CMP and WSP highlighted the

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<sup>10</sup> Per email from Wendy Young County Council Oct 2007

<sup>11</sup> IIP, p19, WSR, pp11, 20

<sup>12</sup> Notts CC Community Development Team Strategy, Strategy document 2007-2010, Communities, Community Safety and Regeneration Department, Nottinghamshire County Council (undated).

<sup>13</sup> Notts County Council Infrastructure Funding Review, draft report April 2007.

<sup>14</sup> IIP p28, WSR p24.

<sup>15</sup> Quality standards and support for youth organisations, NYON (2004), Developing quality across Notts . CVs, NRCC for NIC (2006) both projects funded by NIC.

<sup>16</sup> See [http://www.mindseyemidlands.co.uk/notts\\_quality/info\\_resource/index.php](http://www.mindseyemidlands.co.uk/notts_quality/info_resource/index.php), and WS project on diversity 2007/08, delivered by Mansfield CVS.

continual problems for infrastructure organisations in securing reliable funding for their work.<sup>17</sup> This is still a challenge in Nottinghamshire with no overall funding packages in place by local authorities or other funders. Capacitybuilder's Finance Hub's *Funders' Forums report* provides various examples of local funders forums and suggests suitable models.<sup>18</sup> The East Midlands has an established Funders Forum, which includes a consortium member and Lincolnshire has benefited from organising one at a county level. The Voluntary Sector Liaison Group has also identified the need to work countywide with funders.

The IIP discussed the potential of economies of scale in rationalising back room functions and the WSR discussed efficiency in service delivery and options for specialist / local infrastructure cooperation.<sup>19</sup> Initial attempts to share some functions have been assessed and lessons learnt but there has been no attempt to consider wide ranging rationalisation.<sup>20</sup> Whilst subsidiarity is a cornerstone of consortium development the imminent challenge in County Council funding may force infrastructure organisations to address this issue in the next 2 years.

### **Provide a representative voice for the sector**

The Sector participates in many partnership arrangements throughout the County; however representation needs to be meaningful, accountable and credible. Informal arrangements operate in both the north and south of the County to minimise duplication, and cover all relevant partnerships. However at a 'mapping representation' completed by the Consortium in June 07, 13 organisations detailed 499 representatives on 371 different boards and partnerships.<sup>21</sup>

The County VSLG has also encouraged the sector to look at representation.<sup>22</sup> There is evidence of good practice within Notts (e.g. Children and Families Forum), and NAVO was established as a conduit for engagement with the sector. Within the City, NCVS acts as the lead for most voluntary sector engagement, hosting, for example, the Community Empowerment Network. The Leadership sub group will make further recommendations on representation during 2007/08. The work on representation and guaranteeing a voice for the sector will also be incorporated into the Consortium Communication Strategy.

An analysis of member organisations in April 2007 demonstrated that specialist infrastructure organisations formed the majority of consortium membership and during the last 3 years the Consortium has researched and developed improvements in specialist infrastructure support. Specifically they have funded projects to improve support for faith, BME and rural communities.<sup>23</sup> They have also completed projects to improve the role of specialist infrastructure in Volunteering, ICT, Finance and Human Resources.<sup>24</sup> There is still work to be completed from these projects and improvements within other sub sectors.

The recent East Midlands Research into sub-sectoral infrastructure organisations identifies various gaps in representation of groups in the County and region.<sup>25</sup> It also highlighted potential models for roll out. The WSR commented upon the need to develop better working relationships between local infrastructure organisations and specialist infrastructure.<sup>26</sup> The Consortium has responded to this by establishing a

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<sup>17</sup> IIP pp 9,15, CMP p4 WSP pp7, 14.

<sup>18</sup> *Progress Report on the work of Funders' Forums in England*, commissioned by Acevo and Development Trusts Association and published by the Finance Hub (2006).

<sup>19</sup> IIP p3, WSR pp20, 10.

<sup>20</sup> See final reports of South Notts Alliance project and Volunteering Notts (2007) and *Business Plan for HR*, produced by Community Accounting Plus, (2006).

<sup>21</sup> Mapping Representation, (June 2007) NIC staff

<sup>22</sup> VSLG meeting minutes 26<sup>th</sup> April 2007.

<sup>23</sup> *Engaging in faith communities, Southwell Dioceses (2007)*, Towards Collaborative Working Project, for Notts Black Partnership, (Nov 2006), Report into the Feasibility of establishing a BME Resource Centre in Nottinghamshire, (June 2007), Frontline Rural Networks Project (2007).

<sup>24</sup> See establishment of Volunteering Nottinghamshire 2006, establishment of social enterprise Purple Zebra (2005), *Report on HR*.

<sup>25</sup> *East Midlands Research to identify gaps/ needs in capacity-building support delivered through sub-sectoral Infrastructure organisations*, Voluntary Action Leicester (2007) commissioned by EMISG.

<sup>26</sup> WSR p16, IIP p20-24, CMP p6-10 .

Specialist Infrastructure sub group that will consider good practice across the region and how specialist and local infrastructure can work better together.

### **Equal access**

In its IIP, the Consortium set out its requirements for mainstreaming equalities whilst taking specific action to redress disadvantage.<sup>27</sup> The Consortium has completed research and held events to improve understanding and support the needs of these groups and communities. Work for and with BME communities, and the specialist organisations that support them has formed a major part of Consortium work to date. The 'Towards Collaborative Working' Project supported BME groups (mainly from the City) in working together, and led to a feasibility study to set up a BME Resource Centre.<sup>28</sup>

Representation of BME communities at County strategic level was developed under NAVO's pilot BME Forum and both statutory partners and BME groups have asked NAVO to continue to develop this model of engagement<sup>29</sup>

A tool for mainstreaming equalities and diversity was developed under the Working Smarter Project but this has yet to be publicised or implemented by groups.<sup>30</sup>

Initial consideration of the needs of rural communities formed part of the Consortium's Rural Infrastructure Review (2004) and was further developed under the Frontline Rural Networks project in 2007.<sup>31</sup>

However, there are still a number of equality areas that the Consortium has not been adequately addressed. In 2004 it commissioned a review of disability infrastructure, that highlighted the needs of disability led organisations, and recommended the establishment of an integrated living centre, but recommendations have not been implemented.<sup>32</sup>

Since the IIP the Consortium has also discussed the needs of other groups, including the increase in new ethnic minority communities.<sup>33</sup> The Consortium's Equality and Diversity Sub Group, established in August 2007, has been charged with building on the work completed to date, making recommendations on equality issues not yet addressed and supporting an 'Improving Reach' bid. The group will initially concentrate on Disability, BME and other ethnic minorities, and LGBT work. Many other equalities issues are covered within local authority initiatives.<sup>34</sup> It will also look to opportunities identified from the regional sub sector research for identifying good practice models.

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## **What are the main implications of this IDS for the Consortium?**

There are various implications for the Consortium in delivering this IDS.

### **Management of the Consortium**

The Consortium has evolved over the last three years, with changes to its terms of reference and membership. From November 2006 it has employed designated staff to provide coordination, project management and development, to steer its work. Members have acknowledged the impact this had had on the level of engagement, transparency and clarity of vision.<sup>35</sup> Further clarity has developed in terms of

<sup>27</sup> IIP p34-37.

<sup>28</sup> *Towards Collaborative Working Project*, for Notts Black Partnership, (2006), *Report into the Feasibility of establishing a BME Resource Centre in Nottinghamshire*, (2007), *Frontline Rural Networks Project* (2007).

<sup>29</sup> Working Smarter in 2006/07, WSR p20.

<sup>30</sup> Equalities and diversity toolkit project 2006/07.

<sup>31</sup> *Rural Infrastructure review* (2004), *Frontline Rural Networks Development*,

<sup>32</sup> *Report of investigations into the infrastructure support needs of groups controlled and run by disabled people in Nottinghamshire and the resources currently used by them*, *Equal Ability*, (2004), for NAVO on behalf of NIC

<sup>33</sup> *NIC meeting March 2007*

<sup>34</sup> See for instance County Council Diversity forum

<sup>35</sup> Tool kit assessment day, 14<sup>th</sup> August 2007

roles and responsibilities of leads and coordinating group, with the new sub group structure providing wider ownership of work and shared leadership. Turnover of staff in member organisations continues to challenge the progress of the Consortium.

Over the next 7 years the Consortium will continue to evolve to respond to the challenges in delivering and developing its strategy. This will include reviews of its structures and staffing requirements every two years. The Consortium will remain as an unconstituted body, but some level of dedicated staffing will be maintained.

### Skills and knowledge

The SWOT analysis conducted in August identified the skills and knowledge of the membership as one of its main strengths, but the turnover of staff and the potential loss of expertise is a weakness. During 2007 the Consortium will carry out a knowledge skills audit, as a follow on from work completed under the Working Smarter research. The Leadership sub group will consider ways of capturing the expertise of the sectors leaders

Over the next 7 years the Consortium must develop mechanisms for sharing knowledge and skills, capturing expertise of departing officers, and develop programmes of learning with our partners locally and regionally.

### Financial implications

Overall implications for the sector are:

- Sustained funding for delivery of current level of services delivered by infrastructure organisations in Nottinghamshire
- Additional resources required to improve or develop services
- Resources to maintain consortium support and leadership, this would include specific task groups, activities, projects etc

If the Sector is to respond to change, and the aspirations of the IDS then a wider sharing of resources, flexible working and improved efficiency will be required. However at this stage of development the strategy does not incorporate summaries of all infrastructure costs.

The Business Plan will be developed to determine the full cost of providing new services, or the added cost of improved services.

For us to achieve the proposals under the Development Strategy and truly embrace change there will be an ongoing requirement to employ designated staff, whether directly or through member organisations, to carry out various functions. The Consortium will also need to secure resources to continue to provide events, meetings, task groups etc.

Proposed staffing compliment will be:

Post	Function	Salary
Information & Communications worker	Web site, minutes, data base, general communication. <i>Reporting to ICT sub group</i>	Pt 28
Project/ performance officer	Project and IDS funding, monitoring evaluation <i>reporting to coordinating group</i>	Pt 28
Admin support	Office support/ admin	Pt 14
Projects officers (2)	Delivering specific pieces of work like disability infrastructure, collaboration etc <i>reporting to relevant task group</i>	Pt 28
Consortium manager	Promotion, motivating, developing, policy development, supporting change, managing staff	PO2

reporting to coordinating group/leads
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The above will equate to approximately £160,000 per annum.

Resources for maintaining sub group, meetings and lead time will be approx £60,000 per annum

Office costs, inc IT costs, will be approx £50,000 per annum

### Changing environments

The potential changes to local authority structures as determined in the Government White Paper, and the non conterminous nature of local authority, other statutory authorities and partnerships boundaries will challenge the Consortium to respond to an uncertain and constantly changing national, regional and local context. The Strategy sets out review mechanisms for its work that ensure it can respond to external changes.

### Working Smarter

The Consortium's *Working Smarter Report* set out the challenge to the Sector over the next few years. This includes: improving standards, evidencing impact, value for money, responsive to our communities, partnership not competition, sharing resources, and economies of scale.

Over the next 7 years the Consortium must be proactive in managing change, moving from flexible grant aid to outcome driven contracts. It must constantly look at the best way, rather than the historical way, of delivering services to the Sector.

### Outline the roles of key people/ organisations in delivering the IDS

Role	Organisation/ person	Timescale
<b>Work, together and with front line organisations and partners, to improve and sustain services in the voluntary and community sector</b>		
Development of support for front line organisations quality standard for front line organisations	Group development sub group	Mapping of provision by Jan 08 Development Strategy for group support by Mar 08 Promotion of QS report March 2008 Implementation of strategy 2008/09 Yearly review
Measuring impact of sector	Regional Consortium (Coordinator link person)	Review regional progress March 08, if no action Coordinating Group to recommend further action
Communication Strategy	ICT sub group	Draft Jan 08 Adoption March 08 Delivery 08/09 Yearly review
Sustainable funding for infrastructure provision	Coordinator	County Funders Forum 1st meeting Feb 08 strategy for engagement Ap 08 meet twice yearly
County Council review	NAVO	Revised arrangements agreed May 08
City Council review	NCVS	March 08
Consortium funding strategy	Coordinator	June 08

Improve infrastructure efficiency	Coordinating Group	Collaboration report Dec 07 Strategy developed June 08 Implementation 08/09
<b>Provide a representative voice for the sector, and for the people of Nottinghamshire</b>		
Role of specialist services	Specialist sub group	Mapping specialist services Marc 08 Policy statement of partnership working March 08 referral protocol developed June 08 action plan developed April 08
Voice of the sector	Leadership sub group	Mapped representation July 07 Review and develop protocols March 07
Improve communication mechanisms	Inc in communication strategy above	
<b>Work towards equal access to appropriate services for all groups and communities in our area</b>		
Equality proofing	Equalities and diversity sub group	Report to Consortium Jan 08
'Improving reach' and other funding	Equalities and diversity sub group	IR funding Jan 08
Notts BME Forum	NAVO	Forum established 07 Review Sept 08
New communities	Equalities and diversity sub group	Report to Consortium Jan 08 Best practice report March 08 Strategy developed May 08 Implementation Sep 08 - 9
<b>Project Management</b>		
Coordination of consortium meetings	NIC Coordinator (or accountable body)	Min 10 meetings or events per year 2008/09, then maximum 6 times per year for remaining 5 years
Project management of plan and projects	Coordinator	Monthly reports to coordinating group Yearly review by Consortium
Developing consortium skills	Leadership sub group	Skills audit Jan 08 Strategy developed April 08
Coordination of work plan	Coordinating group	Current sub groups to be reviewed June 08.

## What are the time scales, key steps, and process for reviewing the IDS

Process	Who	Key step	Timescale
IDS adoption	Consortium	at meeting	Dec 07
Monitoring of sub group work	Coordinating group	Regular review at meetings Reports to Consortium meeting	Min every 2 mths Twice early for each sub group
Review of structures	Coordinating group	Review effectiveness of	Sept 08

		sub group structures - Maintain or amend Consortium structure reviewed every 2 years	
Market research with front line orgs and other stakeholders	Coordinator	Update original market research	every 2 years, next one Aug 2008
Review of IDS	Consortium (coordinating group recommendations)	Review, amend, adopt	Jan yearly commencing Jan 09

## Infrastructure Development Strategy 2008 -2014

**Name of Consortium** Nottinghamshire Infrastructure Consortium  
**Lead body signatures**

J Bell NAVO

H Voce NCVS

**Date signed**

**Date signed off by Consortium** NIC Consortium meeting 10<sup>th</sup> December 2007

**Review Date** January 2009

## Appendix 1

### Consortium membership Nottinghamshire Infrastructure Consortium

Renewal of membership @ 3<sup>rd</sup> September 2007

#### FULL Members

1.	Ashfield Links Forum	District based LIO
2.	Bassetlaw CVS	District based LIO
3.	Community Accounting Plus	County wide SIO
4.	Enable	County wider SIO (learning and skills)
5.	Fatima Women's Network	Regional SIO
6.	Gedling CVS	District based LIO
7.	Hostel Liaison Group	Countywide SIO (housing)
8.	Mansfield CVS	District based LIO
9.	Networking action with Voluntary Organisations (NAVO)	Umbrella County group
10.	Newark and Sherwood CVS	District based LIO
11.	Nottingham CVS	District based LIO
12.	Nottinghamshire Black Partnership	City based SIO (BME)
13.	Nottm and Notts Racial Equality Council	County wide SIO (diversity)
14.	Notts Community Foundation	County wider funder/ CB fund manager
15.	Notts Rural Community Council	County wider SIO (rural)
16.	Nottingham Youth Organisations Network (NYON)	City based SIO (youth work)
17.	Playworks (Nottingham Play Forum)	City based SIO providing services to organisations re play
18.	Rushcliffe CVS	District based LIO
19.	Southwell Dioceses	County wide SIO (faith)
20.	Technical Aid For Nottinghamshire Communities Ltd. (TANC)	City based SIO (Supporting communities to benefit directly from initiatives inc social enterprise))
	<b>ASSOCIATE</b> membership	
1	Partnership Council, areas based support agency, inc support fro BME groups	
2	Retford Action Centre, local CVS and vol bureau	

## Appendix 2

### Nottinghamshire Infrastructure Consortium Terms of Reference of the Consortium

These terms of reference supersede those agreed by the Consortium in June 2006.

Nottinghamshire Infrastructure Consortium is an unincorporated voluntary association of independent bodies, working together collaboratively within Nottingham City and Nottinghamshire County.

We define a VCS infrastructure organisation as one whose primary aim is to play a supporting, coordinating or development role within the sector.<sup>36</sup>

#### 1.00 Purpose

1.01 Our mission or purpose is to develop a good quality sustainable infrastructure support which understands and meets the needs of the VCS, that is rooted within strong, diverse and cohesive communities across the County.<sup>37</sup>

#### 2.00 Aims

- Work, together and with front line organisations and partners, to improve and sustain services in the voluntary and community sector in Nottinghamshire:
- Provide a representative voice for the sector, and for the people of Nottinghamshire
- Work towards equal access to appropriate services for all groups and communities in our area

#### 3.00 Membership

3.01 The following organisations are eligible to apply for full membership of the Consortium:

*All voluntary and community organisations or voluntary sector led networks in Nottinghamshire whose primary aim is to promote infrastructure support services to other VCS organisations, and/or support volunteering.*<sup>38</sup>

3.02 The Consortium will offer associate membership to groups who do not wish to/ or are unable to comply with the requirements of full membership. Associate members will receive minutes and reports and may input into discussions but will not be able to vote

3.03 Applications for membership will be agreed by the full Consortium. Members will be asked to specify whether they wish to be a full or associate members when applying for membership of the Consortium

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<sup>36</sup> NCVO, 'Voluntary and Community Sector Infrastructure: A model for the future', (NCVO Sept 2003), p 5.- slightly amended.

<sup>37</sup> Nottinghamshire Infrastructure Consortium Vision statement, approved March 2007

<sup>38</sup> See information sheet criteria for membership for more information

- 3.04 The Consortium may from time to time agree to co-opt other organisations or individuals to the Consortium to support aspects of its work.
- 3.05 Statutory agencies, funders, private sector and other non members may attend specific meetings subject to the approval of the chair.
- 3.06 Member organisations will each name one officer (paid worker or trustee) as the contact person who will receive all information and invitations to Consortium meetings. The named officer would normally be the organisation's representative at meetings but they may send a substitute.

#### **4.00 Consortium meeting**

4.01 Consortium members' **roles and responsibilities** are to:

- Attend Consortium meetings and events
  - Report back to, and bring comments from, their organisations
  - Declare any conflicts of interest and abstain or withdraw from discussions of decisions that affect their organisation at any meeting of the Consortium
  - Participate in any research or other work directed by the Consortium
  - Approve criteria for membership, and individual membership applications
  - Appoint Coordinating Group
  - Appoint lead bodies
  - Agree Consortium bids budgets for work, research and development projects
  - Contribute to, approve, implement and maintain the development strategy and business plan
  - Appoint representatives of the Consortium
  - To act as final decision forum on negotiations with funders and other agencies on overall shape and scale of infrastructure service provision in Nottingham/shire
  - To delegate to sub groups, or individuals, the detailed work of carrying out agreed projects within agreed budgets.
- 4.02 Consortium meetings will focus on
- Strategic planning
  - Update from sub groups and initiatives
  - Reports for representatives
  - Relevant information exchange
  - Discussion and agreement on development of infrastructure provision
  - Speakers on strategic issues (if required)
- 4.03 The quorum for the Consortium will be at least 33% of full membership,
- Decisions where possible will be made by consensus
  - There will be one vote per organisation
  - Other stakeholders and associate members will not have a vote
  - Dedicated Consortium staff (i.e. coordinator and other employed staff) will not have a vote
  - Where full members cannot attend a meeting they may vote by proxy (via email, phone or post) through the chair or NIC coordinator
- 4.04 The full Consortium will meet at least 4 times and up to 10 times a year. Some meetings may be specifically to consider City or County issues, or relate to different principal funders.

## **5.00 Lead body**

5.01 NAVO (Networking Action with Voluntary Organisations) and NCVS (Nottingham CVS) will act as joint leads to the Consortium

5.02 The role and responsibilities of the lead bodies are:

- To chair Consortium meetings
- To administer (through own staff and / or specially appointed consortium workers and consultants) the work of the Consortium
- To represent the Consortium in regional and national meetings and meetings with funders
- To provide leadership to the Consortium to improve its cohesion and effectiveness
- At all stages to work closely with the Coordinating Group
- Act with transparency and a commitment to sharing information
- Ensure that the Consortium meets funders deadlines and delivery plan
- Act as the accountable body for all Consortium's financial resources from whatever sources
- Prepare and submit Consortium funding bids on behalf of the Consortium
- To act as a single point of contact for the Consortium and stakeholders

## **6.00 Coordinating Group**

6.01 Coordinating Group membership will be agreed by the full Consortium.

6.02 Membership and quorum

- Chairs of sub groups
- 2 lead bodies
- fund manager
- Quorum 4 including at least one lead body and at least 2 members
- Co-options as agreed by Coordinating Group

6.03 Roles and responsibilities

- To act on behalf of the Consortium between meetings
- To monitor and decide on Consortium membership
- To support and guide lead and accountable body
- To agree project and Consortium support budgets within available budgets
- To monitor to work of the subgroups to ensure fusion of vision and strategy
- To report to and ratify decisions through the Consortium
- To review strategic improvement plan and action plan
- To manage the performance of the Consortium
- To direct the marketing of the Consortium's work
- To support the work of the leads and NIC staff

6.04 Relationship to Consortium

- It will be responsible to the Consortium and will report on its activities at each Consortium meetings.
- Agenda, papers, and minutes will be available to any Consortium member who requests them

## **7.00 Sub groups**

7.01 The Consortium may, from time to time, appoint a sub group or working party to deal with a specific area of work. These subgroups will report to the Consortium and will work to terms of reference set by the Consortium.

## **8.00 Payments and conflicts of interest**

8.01 Members are obliged to declare and minute any potential conflicts of interest at any Consortium meeting they attend

8.02 A register of members' interest will be kept by the coordinator for inspection by Consortium members.

8.03 Procedures for any payments to officers and members of the Consortium will be agreed yearly by the full Consortium, depending upon level of work required, and available funding.

8.04 Payments made to members, and their organisations, by the Consortium will be available for inspection by members on request.

## **9.00 Review, dispute and termination**

9.01 In the event of conflict between members of the Consortium which cannot be resolved in a Consortium meeting, the matter under dispute should be referred to the Coordinating Group

9.02 The terms of reference will be reviewed on a regular basis or as the circumstances dictate. A two thirds quorum of the full Consortium is required to approve any changes the terms of reference.

9.03 This agreement may be terminated by a two thirds majority. In such an eventuality the lead organisation must account for all assets of the consortium and completed contracts held on behalf of the consortium. The lead organisation will at all times liaise with Capacitybuilders and the fund manager to determine the treatment of remaining grants and assets.

*27<sup>th</sup> June 2007*

*Approved by Consortium 10<sup>th</sup> July 2007.....*

*Amendments to sections 1 -3 agreed on 10<sup>th</sup> December 2007, taken from development strategy*

*To be reviewed June 2008*



## Appendix 3 Bibliography

### Work commissioned by NIC

*Nottinghamshire and Nottingham Infrastructure Investment Plan*, Nottinghamshire Infrastructure Consortium (21<sup>st</sup> September 2004)

*Change Management Plan* part of IIP (see above)

*Working Smarter Report*, Barbara Anne Walker, Clive La Court, for Nottinghamshire Voluntary Sector Infrastructure Consortium (February 2007). Report was based on research that included interviews with front line organisations, infrastructure organisations, and local authorities

*Working Smarter Project*, Various projects, research and activities funded through ChangeUp, 2006-08, under the Consortium's 'Working Smarter' umbrella

*Towards Collaborative Working Project, Report of work to develop collaborative work between Black and Minority Ethnic organisations in Nottingham*, Karen Chouhan and Patrick Loftman, (Nov 2006) for Notts Black Partnership on behalf of NIC

*Report into the Feasibility of establishing a BME Resource Centre in Nottinghamshire*, (June 2007) Navigation Consulting Ltd for Notts Black Partnership

*Leadership Project Report*, Lotus Management Consultancy Ltd (2006), for Notts Rural Community Council.

*Report of investigations into the infrastructure support needs of groups controlled and run by disabled people in Nottinghamshire and the resources currently used by them*, Equal Ability, (2004), for NAVO.

*Engaging in faith communities*, Southwell Dioceses (2007)

*Building capacity to deliver social enterprise support*, Tanc (2006?)

Occupational health business plan, (2004) Community Accounting Plus

*Rural Infrastructure review*, (2004) Notts Rural Community Council

*Frontline Rural Networks Development* (2006/07) Notts Rural Community Council

*Infrastructure Support for Black and Minority Ethnic Organisations in Notts*, Lotus Consultancy, (2006) for NAVO.

*Quality standards and support for youth organisations*, NYON (2004),

*Developing quality across Notts. CVs*, NRCC for NIC (2006)

### Other NIC documents

NIC meeting March 2007 that determined the priorities for Working Smarter Project funding for 2007

NIC meeting May 2007 that determined priorities for action during 2007/08 (that lead to establishment of sub groups)

NIC self assessment day 14<sup>th</sup> August 2007 (including PEGS and SWOT analyses)

### Reports from other agencies

*Notts CC Community Development Team Strategy*, Strategy document 2007-2010, Communities, Community Safety and Regeneration Department, Nottinghamshire County Council (undated)

*Destination 2014*, Capacitybuilders (July 2007), Capacitybuilders 7 year development strategy

*Progress Report on the work of funders' forums in England*, (June 2006) commissioned by ACEVO and DTA, via finance hub

*Social Research and Planning East Midlands*, JPA proposal July 2007 on behalf of Regional Consortium.

*Regional IT strategy*, EMISG

*East Midlands Research to identify gaps/ needs in capacity-building support delivered through sub-sectoral Infrastructure organisations*, Voluntary Action Leicester (2007) commissioned by EMISG

*Nottinghamshire County Council Infrastructure Review – Consultation Paper*, September 2005

## Appendix 4

### Glossary of terms and abbreviations

<b>BASSAC</b>	<i>bassac</i> is a membership organisation that represents and supports a national network of multi-purpose organisations who provide services, community development support and host smaller community initiatives.
<b>C&amp;FF</b>	Children and Families Forum
<b>CB</b>	Capacitybuilders
<b>CDF</b>	Consortium Development Fund
<b>CMP</b>	Change Management Plan (from original IIP)
<b>Coordinator</b>	- NIC coordinator
<b>E&amp;D</b>	Equalities and Diversity
<b>EMDA</b>	East Midlands Development Agency
<b>Emisg</b>	- East Midlands Infrastructures Steering Group
<b>EMSP</b>	East Midlands Single Platform 2007
<b>ENGAGE</b>	The body that 'builds a strong and vibrant voluntary and community sector in the East Midlands', obligations taken over by the East Midlands Single Platform 2007
<b>HV</b>	Helen Voce, NCVS, City lead ,
<b>ICT</b>	Information Communication and Technology
<b>IIP</b>	Infrastructure Investment Plan
<b>IIP</b>	Infrastructure investment Programme
<b>JB</b>	Jacqueline Bell, NAVO, County lead
<b>LGBT</b>	Lesbian, gay, bi and transgender
<b>LIO</b>	Local infrastructure Organisation
<b>MC</b>	Mo Cooper, NIC Coordinator
<b>NAVCA</b>	National Association for Voluntary and Community Action - the national voice of <a href="#">local voluntary and community sector infrastructure</a>
<b>NAVO</b>	Networking action with Voluntary Organisations
<b>NIC</b>	Nottinghamshire Infrastructure Consortium
<b>P&amp;P</b>	Policy and procedures
<b>PSA</b>	Public Service Agreements
<b>SF</b>	Steven Feneley, CEO Notts Community Foundation
<b>SIO</b>	Specialist Infrastructure Organisation
<b>SLA</b>	service Level Agreement
<b>SYFAB</b>	South Yorkshire funding advice Bureau
<b>TOR</b>	Terms of Reference,
<b>VSLG</b>	Voluntary Sector Liaison group (joint County Council Vol sector meeting)
<b>WY</b>	Wendy Young, Notts County Council