

## **INFRASTRUCTURE DEVELOPMENT STRATEGY 2008-2014**

### **OBJECTIVE, GUIDELINES AND TEMPLATE**

#### **Infrastructure Development Strategy Objective**

To create an overarching view of what services are needed by the frontline third sector, linked to the current legislative, policy and regional landscapes.

#### **Guidelines**

The consortium should undertake work to develop and agree a long term Infrastructure Development Strategy.

The Consortium will

- Draw from information in and supporting the Infrastructure Investment Plan
- Review information in the IIP - Are there new reports, policies, opportunities or constraints? Do priorities need updating?
- Set out the nature of infrastructure support to be available in 2014
- Outline how the consortium intends to achieve that in incremental steps
- Involve key stakeholders in developing the Infrastructure Development Strategy – including frontline organisations, local authorities, Primary Care Trusts / Health Authorities, Local Strategic Partnerships, regional bodies
- Map the Infrastructure Development Strategy against the strategies, plans and current work of those key stakeholders
- Seek endorsement of the final version by key stakeholders as partners
- Strive to ensure full participation and agreement in the process

The following notes were produced by the Performance Hub

Stage 1:	Agreeing the direction
Stage 2:	Getting informed
Stage 3:	Options and choice

There are a wide range of tools that can help you at these different stages

A good strategy is short and to the-point - it is a tool that communicates the strategy well to others. A long or dense document is less likely to be used and the key strategic headlines are more likely to be lost.

***Capacitybuilders is, therefore, asking that the Infrastructure Development Strategy should be no more than 12 sides of A4***



**CONSORTIA DEVELOPMENT FUND**

**INFRASTRUCTURE DEVELOPMENT STRATEGY 2008-2014**

**[MAXIMUM OF 12 SIDES A4]**

**Consortia Name: Southampton Implementation Group**

**Geographical area: Southampton**

**Lead Body: Southampton Voluntary Services**

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## **Consortium Vision / Mission Statement:**

### **Background**

The Southampton Consortium was established to manage the research, activity and projects funded by ChangeUp in 2005. The priorities identified in initial research were highlighted in the Southampton Infrastructure Development Plan (IDP) produced in June 2006. The IDP contains an Action Plan comprising work across Southampton which the Consortium has continued to manage. Work to date has been funded by sporadic, short-term pieces of funding from ChangUp/Capacity Builders. A Steering group was originally established to steer the work. As project funding was secured to implement the key areas identified in the IDP, the Steering group morphed into an Implementation Group which now steers Southampton Consortium's Action Plan.

The Consortiums vision for the sector by 2014 is that the sector will:-

- have a strong voice
- be made up of capable organisations
- involve confident and vibrant communities

Our vision is linked to and drawn from the Southampton Partnership Community Strategy key objectives. Southampton has a good reputation for establishing strong working partnerships of which the Consortia is one.

### **Mission**

To develop a representative consortium to facilitate collaborative cross-sector Work across the city of Southampton. To work towards the Consortium's vision by helping improve the capacity of Infrastructure Development Organisations (IDOs) in Southampton to support front-line deliverers of services for the ultimate advantage of beneficiaries across the city.

## **Consortium Objectives:**

The consortium will work towards:-

- improving cross-sector engagement particularly of IDOs through the development of the consortium membership, processes and communication.
- improving collaborative working to ensure efficient and effective delivery of infrastructure support services.
- increasing support services to frontline groups and their ability to access them.
- delivering appropriate training for voluntary and community groups.

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

To help develop effective and competent organisations that are delivering services to the local community by ensuring:

- improved collaborative/partnership working between organisations and individuals across the city (all sectors). Developing more direct and efficient means of communication and joint working, within and between sectors.

- greater levels of community engagement, increased numbers of volunteers, improved communication and skills development.
- improved financial/funding support provided by IDOs leading to improved practices of Voluntary and Community Sector Organisations (VCOs) resulting in:
  - greater success with procurement process
  - improved sustainability for VCOs
- groups will have access to free/low-cost and appropriate ICT support to help with ICT:
  - strategy development work
  - health checks
  - training
  - technical support
- the development of a well-coordinated, inclusive and effective training programme across the city, reducing the need to cancel under-subscribed courses and ensuring the delivery of appropriate training to improve services to front-line groups.
- an effective network of BME groups, working collaboratively and aware of each others' activities. Improved engagement with BME communities. Greater awareness of issues related to working with Gypsies and Traveller communities. Improved understanding of activity and better targeted work. Greater involvement of faith communities.
- improved access to pro-bono support and services.
- that groups have easy access to information about available office space in the city, rent and running costs and potential for sharing premises/back office facilities, asset transfer from the public sector, development support services, one-one coaching and training for deriving an income from asset management and to make links with PUSH so as to embed related economic benefit with communities.

**Please state why you feel these aims are the right ones:** (please reference any research, consultation or other data you feel is relevant)

In June 2006 the Southampton Consortium produced Southampton's Infrastructure Development Plan (IDP) entitled *Strong voice, capable organisations, confident communities: a Plan for Southampton's Community and Voluntary Sector's Future*. The IDP was based on extensive research into the needs of frontline organisations, the range and remits of IDOs across the city and how current infrastructure support could be developed in Southampton.

In formulating its IDP, the Southampton Consortium consulted 13 pieces of research. Since publication of the IDP, this list has been augmented by more recent research. The research papers consulted are listed below with the key support needs and issues taken from each.

## Face-to-face visits with IDOs – 2007

Due to sporadic engagement of consortium members during 2007, the consortia decided it should set out once again to establish what IDOs felt about the consortia, its work, and what would make them engage more effectively. The consortium have commissioned through a secondment from ladder4learning to carry out 1-1 interviews with IDOs. To date 13 IDOs have been visited and the following information has been forthcoming:-

- Limited time and resources prevents attending meetings or reading minutes, have to prioritise.
- Not clear about relevance to our organisation, where do we fit in, what does it have to do with us?
- Resources do not filter beyond the steering group members (apart from the effects of the new posts). This is a systemic problem created by the way the funding from ChangeUp/Capacity Builders is organised.
- Not clear about the how ChangeUp/Capacity Builders benefits the beneficiaries.
- Terrific amount of bewildering paperwork.
- Confusion surrounding re-naming/branding.
- There needs to be some work on the identity of the consortium and clarifying that the consortium is 'administered/managed' by SVS and there is a difference between the two.

What IDOs would like to see ChangeUp/Capacity Builders doing:

- Help address issue of sustainability and obtaining core funding.
- Help improve working relationships between voluntary and public sector.
- Help address the issue of tendering and how it excludes small user-led organisations.
- Help with tenders/bid writing process – help pulling together policies (e.g. environmental policy) to aid submissions. Bid writer services.
- There needs to be more creative initiatives than simply getting more SVS staff/creating new SVS posts. Initiatives should be embedded within existing specialist organisations and small amounts of money distributed more widely.

## Capacity Builders Self Assessment Day - 2007

The Southampton Consortium's Self-Assessment Day highlighted that the consortium was at a stage of developing plans and actions. Areas to address were a skills audit of the consortium and monitoring & evaluation systems for current projects.

In order to address these issues a skills audit of consortium members is underway. It is intended that this will highlight areas of effectiveness and gaps which can be addressed. This will be repeated annually.

## Membership survey, SVS 2007

Services valued most:

- Newsletter
- Support with funding applications
- Links to other orgs/networks
- Forums
- Training Calendar

*ChangeUp/DEFRA Infrastructure Programme South East: An Evaluation of the Regional ICT programme 2005-2006. Dr Steve Webster for RAISE. Dec 2006.*

- “The SVS project has demonstrated that basing an ICT support worker within a CVS provides a good platform for providing ICT support to local groups. In particular, a CVS-based worker can build on the organisation’s close links with local VCOs. At SVS the ICT project has built on the organisation’s ethos of community development and capacity building. This approach can be good for building close links with groups – and for serving the needs of the least resourced groups (and potentially those with the most needs).”
- “The experience of the SVS ICT Project did, however, highlight a number of potential drawbacks to the ‘sole worker’ model. Overall, it is highly desirable that where a ‘sole’ ICT worker is based within a CVS, that this is done either as part of a larger service or in partnership with another ICT support provider (or providers).”

#### *Shaping the Future. NACVS (now NACVA). Sept 2005*

- Funding info and advice: info re funding resources, help with applications, advice on funding arrangements (eg contracts, matched funding), support with planning reporting back/monitoring, voicing concerns to funders, meeting partners.
- Networking
- Finding and keeping volunteers
- Large, staffed organisations are more likely to access advice.

#### *Hidden Asset, RAISE, April 2005*

- Funding, ongoing, sustainability,
- Premises,
- Trustees with appropriate skills
- Recruitment and retention of paid staff
- Recruitment of volunteers. Associated issues: awareness of routes into volunteering, unrealistic expectations by organisations time required, fear of being taken advantage of
- Raising awareness of sector and individual groups
- Training for staff, trustees and volunteers

#### *Customer Satisfaction Survey, SCC Involvement Team 2005*

- Categories of support identified including training, funding applications information, networking.
- Identified those additional services most used for each, TWICS most used for training, and SVS most for all other areas of support

#### *A Review of Voluntary/Community Sector Infrastructure in the South East, RAISE July 2005.*

- Funding: frontline advice
- Volunteering: attracting volunteers including recruitment costs and specialist recruitment; advice about managing volunteers, accredited training for volunteers
- Mapping BME organisations; improved links between IDO and BME organisations; awareness raising by IDO of their services; need for specialist IDO?
- Training and funding to IDO to support Social Enterprise; identification of the IDOs best placed to deliver this support
- Community Development: consistency of quality, identification of gaps, clarity of term
- ICT; access to inexpensive training, hands on support, development of skills
- Training: affordable and local: communication, campaigning, IT, business management, legal, HR
- HR support in legislation, industrial tribunals
- Information: increased awareness of IDOs and their work, better communication channels, better advocacy on behalf of sector

- Specialised regional or national hubs for ICT, HR, legal, governance, accounts

#### Hampshire and Isle of Wight Early spend Development Plan, Hants CVS Nov 2004.

- Funding and information a priority
- Need for training brokerage, co-ordination and delivery
- Specialist volunteering support needed ef YP, BME, people with disabilities, full time work
- Specialist sub regional HUBS to link to national hubs: HR, accounting, legal, ICT
- Information needed on BME communities, VCS, and access to IDOs
- Sustainability an issues with sliding scale of charges, Social enterprise may be a way of plugging gaps
- Local groups want local solutions

#### Outcomes from VOLTS/Learning Network, SVS/LSC/Hants groups July 2004

A consortia to deliver the following in relation to learning/training for organisation staff and volunteers and for their clients:

- Funding/brokerage
- Information
- One voice

#### Social Enterprise in Southampton , Business Link Wessex Oct 2004

Issues in order or priority:

- HR
- Finance
- Marketing
- Customer care
- IT
- Business plans

#### Neighbourhood partnerships/Community centres. Training needs analysis SCC/TWICS June 2003

Repeat requests for:

- Finance
- Recruitment of volunteers and committees
- Committee work skills
- Funding
- Minutes taking

#### Survey of Community Workers in Southampton TWICS June 2003

- Funding
- Support with resources, training, and understanding of community development process

#### Community and Voluntary Sector Network Conference Sept 2002

Help for individual volunteers:

- Money for expenses, venues, transport adverts
- Being valued, volunteer support workers, feedback
- Advice re benefits
- Support volunteering scheme

- P{ublicity, joint including directory
- Training: accredited, committee skills

Help for Individual Organisations:

- Funding: issues from elderly, faith and children's groups, Simplicity, continuity, core costs, training
- Accounts inc training
- Publicity inc training
- Volunteers more of them training for committees
- Shared amenities and expenses
- Transport info
- More local centres not specialist
- Admin support inc training
- Insurance advice/costs
- IT inc training

Help for the whole sector:

- Help with auditing and accounting
- Volunteering: promote positive, valuing volunteers
- Mutual support/networking
- Funding: core and easy, share resources
- One voice for sector,
- Promote and value sector/marketing
- Business links

Southampton Local Agenda 21 report, Environnement Centre Dec 2001

- Consultation fatigue with little impact

Southampton Voluntary Sector Infrastructure Support SCC 1999 specialist advice sought:

- Legal: constitutions, property
- HR contracts, sickness, disciplinary, recruitment, mergers
- Finance: fundraising, producing accounts, VAT general support
- Management issues: role of committees, responsibility of trustees, organisational strategy and policy e.g. planning, marketing
- Large organisations are most likely to seek professional advice and to pay for it
- Training is not popular way to get specialist advice, they like to get it from voluntary sector groups, professional firms do not always understand the context, national helps lines and information sheets are not enough.
- Information-giving becomes advice as part of a process
- Interpretation, knowledge shared responsibly for decision

Southampton's IDP identified the following areas of activity for Southampton's consortium to focus on:

- BME
- Funding
- Financial Management
- Volunteering
- HR
- ICT

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

To enable the consortia to be “fit for purpose”, effective and help IDOs develop capacity to achieve the priorities identified in the research documents above, a co-ordinated and SMART approach is required. Making the consortia effective requires commitment and steerage.

See below for the main implications in relation to specific areas:

**Finance:** adequate financial resources are required to support the consortia in its work – publicity, marketing, conferences, courses, training.

**Staff:** staff are required to support the work of the consortia - 1 day a week – SVS

**Volunteers:** volunteers do not come as a “non” cost so to ensure good practice volunteer expenditure would need to be included to cover backfill cost of consortia members, members expenses for travel and refreshments.

**Geography:** area of consortia activity is Southampton City, however Consortium needs to be aware that many IDOs work across boundaries.

**Skills and Knowledge:** need to ensure that the consortium has the appropriate skills and knowledge to implement the strategy and action plans forthcoming – offer appropriate training when required, team building.

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

<b>Organisation / Person</b>	<b>Role</b>
SVS Chief Executive	Chair of Consortium
SVS Deputy Chief Executive	Co-ordination
TWICS Committee Member	Consortium member
LSC Strategic Partnership Manager	Consortium member
SCPCT Public & Patient Involvement Manager	Consortium member
SCIL Committee Member	Consortium member (expertise on disability issues)
SCC Neighbourhood Partnership Manager	Consortium member

LSP Community Representative	Consortium member	
Hyde Housing Association Manager	Consortium member	
Empathy Committee Member	Consortium member	
<b>Organisation</b>	<b>Role</b>	<b>Timescale</b>
Southampton Voluntary Services (SVS)	Manage, convene and administer Southampton Consortium and meetings	Quarterly meetings: March , June, Sept, Dec 2008
	Skills Audit	Annually
	Monitoring and Evaluation	Quarterly
Southampton Voluntary Services (SVS)	Volunteering Outreach.	Full-time post based at SVS. 2008 - 11
Southampton Voluntary Services (SVS)	Lead on development & delivery of Funding advice & Procurement Support	Full-time post 2008 -11
SAGE	Lead on Social enterprise development	Half-time post. 2008 - 11
TWICS	Training brokerage & freelance learning advisors	2008 - 11
Thornhill Plus You	ICT support	2008 – 11 Half-time post to work in conjunction with ICT specialist org. (see <i>An Evaluation of the Regional ICT programme 2005-2006</i> . RAISE Dec 2006 above).
Southampton Voluntary	Human Resources	Continuous 1 full-time post based at SVS

Services (SVS)	support	funded by City Council
Empathy	Pro-bono support list	Updated annually.
Empathy	Development of BME network	2008 - 11
West Itchen Community Trust	Facilities & Asset Management – to lead on premises mapping (vacant premises, potential for sharing, orgs seeking pooling of resources, maintenance and development of links with PUSH)	Full time post. 2008 – 2010 – joint financed WICT/Capacitybuilders

**What are the timescales, key steps, and process for reviewing the Infrastructure Development Strategy?**

Consortium Meetings take place Quarterly, they review Action Plans and take a strategic overview

Annual Review and Audit of the Consortium will take place.

**INFRASTRUCTURE DEVELOPMENT STRATEGY**

**Name of Consortium: Southampton Implementation Group**

**Lead body signature: Southampton Voluntary Services**

**Date signed:**

**Date signed off by Consortium:**



## ANNEX

**Consortium membership and Terms of Reference:** Please send as an email attachment if possible. Alternatively, please send as hard copy in the post to Capacitybuilders, 77 Paradise Circus, Birmingham, B1 2DT