



# **A Regional Infrastructure Development Plan for Yorkshire and the Humber 2005/06**

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**Acknowledgements**

This Development Plan is the product of consultation work with a wide range of individuals and agencies in the VCS in Yorkshire and the Humber undertaken by Peg Alexander of Smile Consultancy during 2004 and the first half of 2005. This version of the RIDP was drawn up on the basis of comprehensive consultation drafts supplied by Peg, to whom the Regional Forum is grateful for the excellent groundwork she did in respect of the regional ChangeUp agenda. The Forum is grateful to the VCS organisations (listed in appendix 1) that have given up time and contributed to the plan and activities in it and, to Government Office for their productive and supportive role in this process.

## 1. Summary

This plan outlines a vision for regional activity in Yorkshire and the Humber for the ChangeUp programme. Building on the four sub-regional plans in the region it recommends that a number of bold, short-term investments are made through a number of short-term projects detailed in this plan.

To complement these projects it is proposed that a number of networks are supported to enable significant portions of the VCS that are suffering from “engagement exclusion” to participate at a regional level.

Investments will be made in projects which contribute to improving infrastructure services available to frontline organisations in the region in at least one of four priority themes:

1. Enabling improved **advocacy and engagement** at a regional level.
2. Better **communications**.
3. Enabling coordination, **networking and collaboration** of those providing infrastructure services at a regional, sub regional and/or district level.
4. Improving and increasing knowledge and access to information through **research and improved knowledge transfer**.

The Regional Forum will be responsible for ensuring the overall delivery of the plan, with a number of different organisations responsible for individual activities and projects included within it.

The Regional Forum will be responsible for drawing up a Regional VCS Infrastructure Strategy to 2014.

## **2. Introduction**

### **2.1 Rationale**

This paper has been produced after consultation with key regional partners and agencies seeking to advocate for regional working in specialised areas.

The intended audience of this paper is:

- Sub-regional and district infrastructure support providers
- Diverse grass roots organisations particularly those working with disadvantaged and traditionally excluded communities
- Public sector partners

However, primarily, this paper is for those organisations that are working or seek to work at a regional level and provide infrastructure support in the following areas:

- Performance Improvement
- Workforce development and leadership
- ICT
- Governance
- Volunteering
- Funding & finance for VCS activity
- Infrastructure development

The purpose of this paper is to outline a bold, short term investment strategy to maximise the current year's ChangeUp investment at the regional level and to propose a strategy to take the development of regional investment forward in the following years. The Regional Forum is seeking the views of all stakeholders

### **2.2 Background – The Regional Forum**

The Forum was set up in 1997 to act as an organised voice for voluntary and community organisations across the Yorkshire and Humber region. It was the first regional network to receive funding from the National Lottery Charities Board and this enabled 3 staff to be appointed, they were then joined by a European Officer. In the Summer of 2002, following a successful negotiation with Yorkshire Forward, the Forum staff grew from four to twelve.

The Forum has excellent relationships with its members, with the voluntary and community sector and with key regional players – Government Office: Yorkshire and Humber, the Yorkshire and Humber Assembly and Yorkshire Forward – the Regional Development Agency.

In responding to the Home Office Capacity Building and Infrastructure Strategy, the Forum has worked with GOYH to explore the best mechanisms for engaging the sector in developments at a regional level. This in turn has led to GOYH commissioning the Forum to undertake:

- Oversight of the recruitment of representatives from the Voluntary and Community Sector for the Change Up Strategy Group working in partnership with GOYH
- Providing co-ordination and appropriate support to emerging sub-regional consortia
- Providing communication mechanisms between the Strategy Group and the wider voluntary and community sector
- To assist GOYH in the preparation of a Regional Infrastructure Development Plan
- Ensuring strong links between the Forum's work around Change Up and the Community Policy Diversity Team at GOYH.
- The preparation of a Regional Infrastructure Development Plan (RIDP) alongside the development of sub-regional linkages is a key element of the Forum's work. This plan will set out the infrastructure functions voluntary and community organisations currently undertake at a regional level. The RIDP will also make an assessment of what is best delivered at a regional level including identification of unmet needs, duplication and opportunities for improvement.

The Forum is committed to the subsidiarity principle which means that work will not be undertaken at a regional level when it is more appropriately done at a local level. The plan therefore will be informed by local and sub-regional planning and learning from early spend developments.

### **2.3 Regional Infrastructure Development Plan (RIDP) Development Process**

This plan has been developed through a process which involved a range of regional partners and agencies in determining its content. Appendix 1 gives details of the organisations consulted / involved in development of the plan.

The plan was developed in five main stages.

Stage 1 commenced in April 2004 when a summary document outlining all the proposed activities in the four Yorkshire and the Humber Sub-Regional Investment Plans was prepared. This document additionally suggested a number of possible activities that could be carried out at a regional level to complement those to take place at district and sub-regional level. The document was subject to extensive consultation and comments were received from all four sub regional consortium and individual consortia members. Comments received were then incorporated into a revised document.

Stage 2 was a meeting of key regional agencies in May 2005. Using facilitated exercises to consider the revised document above, this meeting developed the outlines of the vision and priority themes contained in this plan.

Stage 3 involved the development of a more detailed draft consultation plan based on the meeting held at Stage 3. This draft built upon the outline vision and priority themes to create proposals for methods of investment. This document was circulated widely and an independently chaired meeting held on 28th June considered the document in detail.

A final draft document based on the meeting was produced for Stage 4, which was revised in the light of that meeting to become the consultation phase for the first substantive plan.

Stage 5 enabled organisations to submit proposals for bold short term investments. These were assessed for "fit" under the consultation draft of the plan. Projects that had "fit" have

been assimilated into this plan which has subsequently been reviewed by Government Office.

## 2.4 Why Regional?

The fact of regional economic, political and governance realities means that for specific matters the voluntary & community sector needs a developed regional capacity. In terms of ChangeUp there are areas of work which are best done at the regional level. This is because:

- the operating framework is at the regional level,
- it is possible to develop a critical mass of experience and activity,
- it makes sense to avoid costly duplication by organising and supporting some activities regionally and there are economies of scale here too,
- sharing experience across a variety of boundaries creates improved practice,
- regional operating frameworks need linking to more local experience and this requires different levels to be brought together,
- some issues relate to communities of interest which may be spread unevenly across the sub regions and require a regional approach,
- an inter-face between Yorkshire & the Humber and inter-regional and national activity is important for creating coherent and linked infrastructure.

For these reasons there are some specific and, sometimes, specialist functions - in general and within ChangeUp - that can be developed to support the VCS at the regional level. This Plan sets out these functions.

## 2.5 Objectives of the RIDP

The short term RIDP will focus on the following:

- An outline of how a longer term plan to 2014 could be developed in a way that is collaborative, open and transparent.
- Selected bold, short term investments.
- Outline existing structures and activities to consider an investment plan.
- Reflect the nature of the VCS at a regional level particularly in relation to the public sector.
- Engage with the regional policy agenda and also to look at activities that bring coordination and share good practice.

## 2.6 Sub-Regional Investment Plans

Sub-regionally, consortia have been developed which include key organisations providing infrastructure support. These consortia have developed engagement strategies to consult with the wider sector and public sector agencies. As a result of this work the sub-regional consortia have produced Investment Plans outlining their key areas of delivery in the financial year to March 2006. A summary of the key areas of work in the sub-regional investment plans is appended to this document (Appendix 2).

These four sub-regional plans link to the proposals in this document in that the sub-regional investments were the starting point for the developments in this plan. It is therefore not expected that investments under this plan need to also meet the specific aims of the sub-regional plans.

## 2.7 National Hubs

The National Hubs are developing work plans to deliver over a two year programme from 2005-2007. The details of the work programmes are yet to be in the public domain - details below are those available to date.

### *ICT Hub*

1. VCS senior staff, trustees and operational managers have an understanding and awareness of the strategic benefits of ICT and are planning for its strategic use
2. VCO's have access to a range of national and sub regional ICT advice, training and support services
3. VCO's have access at a sub regional level to different models of ICT support including circuit riders and pro bono initiatives
4. There is an increased range of relevant and affordable private sector products and services through business' increased understanding of the market place
5. Funders recognise the critical role and cost benefits of ICT
6. There is an understanding and awareness of ICT's critical role in providing and receiving services for particular groups including people with disabilities and elderly people

### *Performance Improvement Hub*

1. Providing opportunities for VCOs to learn and share their knowledge about effective performance improvement approaches
2. Developing, training and supporting a network of local performance improvement advisers offering support on performance improvement
3. Producing clear and simple guidance about what works in performance improvement and developing new tools and techniques where needed
4. Positively influencing the policies and practices of funders, regulators and policy-makers to create an environment conducive to performance improvement.

### *Governance Hub*

1. To increase the supply of trustees and board members from within VCOs and from outside the sector and especially from diverse communities.
2. To enhance the knowledge and skills of trustees and board members
3. To increase the governance capacity of organisations to deliver their missions
4. An effective marketing and promotion strategy
5. A widely promoted multi-purpose website and helpline
6. Action research to promote learning

### *Finance Hub*

The hub will have the following main aims to:

- increase VCS access to high quality information, advice and support
- use the learning from its work to influence policy and practice

The hub's core work will comprise:

- a website offering a comprehensive signposting service
- support for advisers working with front line organisations

- monitoring changes in the funding environment and alerting funders and other policy makers to their likely impact

#### *Volunteering Hub*

The Hub will deliver a work programme, which will be delivered by Volunteering England, through a commissioning process that will engage a wide range of organisations.

The key aim of the hub will be to:

- support the sharing of good practice on volunteering
- improve the quality of volunteer management
- improve the quality and coverage of volunteering infrastructure
- complete the implementation of a common consumer brand for local volunteering infrastructure.

#### *Workforce Development Hub*

The Workforce Development Hub, like the Volunteering Hub, will build upon existing arrangements, bringing together the former VSNT0 and NCVO's workforce project.

The Hub will be working towards:

- helping voluntary and community organisations to have easy access to information and resources
- supporting a culture of learning and development
- promoting good management, leadership and employment practice throughout the sector
- raising the profile of the sector as a place to work

### 3. Regional Investment Structure

#### 3.1 Vision (Short term)

The Yorkshire and Humber Regional Infrastructure Development Plan sets out a number of activities to be undertaken at a regional level to meet the aims of ChangeUp. The plan and its investment proposals:

- recognise that there are a number of issues which are regional in nature, for example where decisions on these issues or policies are or can be made by regional bodies or in regional strategies. Key areas include planning, health, environment, transport, economic development and housing.
- recognise the impact that regional activity and organisation has on developing the potential for delivery of public services by front-line organisations.
- acknowledge that the primary focus for delivery of services to individual organisations are the four Sub Regional Investment Plans for the Humber, North Yorkshire, South Yorkshire and West Yorkshire but that carefully targeted regional activity will support the development of the sector
- will build upon, and add value to the proposed activities taking place at a district and sub regional level and national levels.
- will not seek to replicate activities planned at a district or sub regional level.
- acknowledge that all activities will be provided by voluntary and community sector providers wherever practicably possible.
- recognise the need for bold, short term investments working through established agencies, whilst maintaining flexibility to enable new and innovative projects to be undertaken.

These strategic aims will be achieved through four priority investment themes:

1. Enabling improved *advocacy and engagement* at a regional level
2. Better *communications*
3. Enabling coordination, *networking and collaboration* of those providing infrastructure services at a regional, sub regional and/or district level
4. Improving and increasing knowledge and access to information through *research and improved knowledge transfer*.

### 3.2 The Priority Themes

Four priority themes have been developed for ChangeUp activities which will take place at a regional level.

Investments made under all four themes will have a regional dimension, whether in relation to regional policy and advocacy, or in respect of regional organisation of local or sub-regional bodies. All investments will need to meet the overall aims of ChangeUp which are to ensure that by 2014 the needs of frontline voluntary and community organisations will be met by support. There is significant overlap between the themes, each contributing to delivery of other themes.

#### **Priority Theme 1 - Advocacy and Engagement**

This priority theme aims to increase advocacy on behalf of the voluntary and community sector undertaken specifically at a regional level and on regional issues.

Regional issues are diverse, but can include those where decisions or policies are, or can be, made by regional bodies or in regional strategies. Key areas include planning, health, environment, transport, economic development and housing. Many front-line organisations may not realise that decisions made at a regional level may impact on their organisation, or may impact on decisions taken at a local level which in turn affect themselves. Increasing awareness will assist front-line organisations in their planning, governance and ability to fit strategically into regional and regionally influenced local developments. Sitting alongside this is a need to enable front line organisations and networks to be able to advocate their issues and needs to regional policy makers. This theme therefore enables initiatives which support both this awareness and ability to input.

The outcomes of investment in this theme will be:

1. More front-line and local agencies able to understand regional impacts on their activities
2. Increased engagement in regional activities and advocacy by local and front-line organisations and networks.

**Activity under this theme will include:**

- Assisting individual voluntary and community organisations and networks to develop their understanding of, and engagement in regional issues and activities, leading to an increased involvement in regional advocacy.
- Maintaining and developing systems to ensure sector advocacy with regional bodies and agencies – for example the Regional Assembly, Regional Development Agency.
- Providing funding to cover participation costs.
- Ensuring that regional networks of organisations established for/managed by communities of interest exist and are supported.
- Enabling networking between networks.
- Establishing regional policy advocates and initiatives on specific subject areas.

- Advocacy work which does not address specific regional issues, but where added value and input can be gained by bringing together common concerns from throughout the region and advocating on a regional-wide basis.
- Provision for salary 'back-fill' to enable employees to allocate time to activity under this theme.

## Priority Theme 2 - Communication

Voluntary and community sector infrastructure agencies working at local, sub regional and regional level recognise the benefits of improved communications. At present, organisations do communicate, however there is little specific investment in communication with activity coming from existing resources, including time. This theme has been developed to provide specific support.

### The outcomes of investment in this theme will be:

- Better sharing of knowledge, information, good practice, and support resulting in an improvement in the services provided by these agencies and infrastructure support to front line agencies.
- Better understanding by infrastructure agencies of activities taking place elsewhere in the region, including activities of networks giving a voice to communities of interest, leading to improvements in delivery of services to these communities at a local and sub regional level and increased engagement of these communities.

This theme will assist an improvement in communications:

- between regional agencies or national agencies who are organised at a regional level.
- between regional agencies and regional networks.
- between regional networks.
- between regional agencies and networks and the emerging sub regional bodies
- between the four emerging sub regional networks
- between regional agencies and networks and district level infrastructure groupings and organisations.

Improved communication systems could include:

- Improved publicity, marketing, resources etc for information sharing, informing about activities, undertaking consultation etc.
- Developing new working systems and methods to improve the way that meetings are held and conducted.
- Improved information dissemination systems, including database and mailing list development, sharing of contact details etc.
- Use of ICT and new technology to assist more remote and interactive communications.
- Physical arrangements for co-location and joint working.

- Provision for salary 'back-fill' to enable employees to allocate time to activity under this theme.

### **Priority Theme 3 - Networking and Collaboration**

This theme aims to support activities which will enable coordination, networking and sharing of those providing infrastructure services at a regional, sub regional and/or district level. It will primarily concentrate on bringing together people who provide the same or similar specific services or work in the same specialist area or provide services to the same communities or customer base. It will improve infrastructure support to front-line organisations by assisting support agencies to share information, good practice, delivery methods and actual products between organisations in the region. It also aims to support organisations to look at ways in which increased or new collaboration can enhance the services they provide.

The outcomes of investment in this theme will be:

- An increase in knowledge and good practice information of practitioners in their specialism/technical area or customer base.
- Improved services to front-line organisations through collaboration and sharing between those providing the same or similar services.
- Provision of support to individuals providing the same/similar services or to the same customer base.

**Activity under this theme will include:**

- Information sharing.
- Developing and incubating networks of workers and practitioners.
- Reviewing potential for joint delivery and/or new joint working arrangements and securing partnership funding by agencies providing the same or similar service.
- Promoting good practice, including sharing delivery models, resources, mentoring, job rotation and other innovative ideas which promote improved ways of working and service delivery.
- Sharing technical or practitioner resources between agencies.
- Activities which reduce costs and/or income need through economies of scale.
- Regional based policy advice on specific areas of work, specialism or customer group.
- Provision for salary 'back-fill' to enable employees to allocate time to activity under this theme.

## **Priority Theme 4 - Research and Knowledge Transfer**

This theme recognises that a large amount of knowledge and intelligence related to the voluntary and community sector exists, but is not pulled together in a symptomatic way. As a result there is no easy way for front line agencies and those who support them and VCS networks to access it. Moreover, this theme also recognises that there is some intelligence and knowledge which the sector realises it does not know or does not have recorded or researched appropriately or fully – for example concrete data about the size of the sector in the region. Additionally, this theme acknowledges that the region and its population is not static. Having up-to-date information and intelligence is important to ensure that activities and services adapt to meet changing needs. Increasing the knowledge of local agencies will assist them in their long-term sustainability and improve the services they deliver.

This priority theme includes good practice information, policy and strategy information, evidence, data, and statistics in its definition of knowledge and intelligence. It is anticipated that knowledge and intelligence will relate to regional issues, or will be undertaken or coordinated at a regional level. It will not be used to undertake research or knowledge management at an individual local or sub regional level, but may aim to bring together research not undertaken at regional level.

The outcome of investment in this theme will be easier and improved access to knowledge and intelligence by infrastructure agencies, front-line agencies and networks.

**This theme will invest in activities which will improve and increase knowledge through research and knowledge management by:**

- Undertaking and commissioning research and intelligence gathering.
- Bringing together existing research and information to disseminate to organisations within the region.
- Developing processes for transfer of knowledge and other intelligence.
- Provision for salary 'back-fill' to enable employees to allocate time to activity under this theme.

## 4. Investment Methods

Investments will be made using two methods:

1. Through a number of specific, short term projects (aka Bold Short Term Investments)
2. Through a series of smaller projects under a Network Capacity Building Scheme.

### 4.1 Specific Short Term Projects

A number of specific projects will be commissioned from voluntary and community sector organisations and networks which address all four priority themes. The projects which will be supported as Bold Short Term Investments are:

	Applicant	Project	Total cost	RIDP Contribution
1	Age Concern Y&H	Future Years Network	54,950	43,450
2	Voluntary Action Calderdale/YAHBO	Regional volunteering Infrastructure	88,669	88,269
3	YH Regional Forum	Regional Intelligence and Research	74,500	52,500
4	YH Regional Forum	Regional VCS Hub	55,000	55,000
5	DTA/ Community Alliance	Enterprising and Sustainable Communities	136,000	92,500
6	Alzheimer's soc	Promoting Inclusion and Partnership	34,500	34,500
7	WY Community Accounting Service	Collaborative Accounting	19,950	19,950
8	NCC/ NCVCCO	Regional Children's Trust and Children's Centre Support Network	100,000	90,000
9	Youth Work Unit Y&H	VYON infrastructure accelerator	12,000	12,000
	<b>Total</b>		<b>617,569</b>	<b>488,169</b>

The original applications and supporting evidence are available as a separate document.

In addition a full time Development Officer will be employed by the Regional Forum to:

- contract manage the Bold Short Term Investments
- ensure compliance and implement a quality monitoring and impact evaluation process across both sets of projects, particularly in respect of the Race Equality Framework and Rural Proofing,
- share and disseminate best practice.

The RIDP costs for management of the Bold Short Term Investments are :

<b>Admin / Management Costs</b>	
Development Officer (1 fte x 9 months) including all employment and management on-costs (full cost recovery)	£ 42,000
<b>Total Costs of Bold Short Term Investments</b>	
Cost of investments	£488,169
Cost of contract management and network support	£42,000
<b>Total</b>	<b>£530,169</b>

## 4.2 The process for agreeing specific short term bold investment projects

The commissioning process was undertaken as follows:

1. Voluntary or community organisations in the Yorkshire and Humber region were invited in July 2005 to put forward Project Proposals for activities which would explicitly address at least one of the Priority Themes.
2. This opportunity was advertised widely through the Regional Forum's website and extensive email network.
3. Where the applications related to unconstituted networks or consortia, the proposal was put forward by one member acting as lead applicant.
4. Proposals were considered by the Independent Grants Panel as described above. Proposals were assessed for a) eligibility and b) quality in terms of:
  1. Strategic fit with the RIDP plan and ChangeUp.
  2. Coherence and clarity of proposal and outcomes, including risk analysis, costings, access and inclusion.
  3. Demonstrable ability to make the project operational and completed within the timescales of the main ChangeUp spend.
  4. Track record of applicant body.
  5. Proof of need.
  6. Existence of partnership and collaboration arrangements.
  7. Existence of a Forward Strategy for the overall programme.
  8. Level of available resources for the overall programme.
  9. Complementarity of projects and priority theme spread of proposals across the programme as a whole.
  10. Impact on BME communities and other communities of interest.
  11. Impact on rural areas.
5. Twelve projects were submitted, nine of which were designated for inclusion in the RIDP. Of these nine, two were asked to resubmit with reduced costs and three were asked for clarification of information given.

### 4.3 Bold Short Term Investments agreed by the Appraisal Panel 29 July 2005.

<b>Bold Short Term Investment Pro Forma 1</b>
<b>Applicant: Age Concern</b>
<b>“Future Years” Network Development</b>
<b>Priority Themes: Communication; Advocacy; Networking; Research</b>

#### Project Description

This application is to further develop Future Years the Yorkshire & Humber Regional Forum on Ageing in terms of stakeholder involvement, reputation and capacity to act as the key reference point on ageing & demographic change within the region.

Future Years wants to provide a resource for all regional planners, policy makers and employers to make informed decisions and choices which reflect the changes to the age profile of the regional population with specific interest and detailed knowledge on workers aged 50+. Building on work commissioned through Yorkshire Forward and the Health Development Agency using data from ONS and the Census, Future Years is already using data from the census and ONS top produce models of demographic change that will help service commissioners direct resources appropriately.

Future Years additionally wants to act as collection point of views, opinions and data from older people and those who work with them to ensure that adequate reference is made to this in key regional activities. Through the strengthening of the network better two-way communications with strategic bodies should begin to be the norm.

Currently Future Years would be expanded through this project to include all the sub regional and local voluntary and community based organisations involved in supporting older people activities including those interested in health, social care, employment, welfare rights and pensioner rights. Regular mailings would be sent to this stakeholder list on general and specific issues related to the region e.g. regional spatial strategy, Housing, Public health issue, Regional Economic Strategy etc..

Future Years would develop a resources pack to inform local and sub-regional stakeholders on the regional structures active within the Y&H region: this would include a Future Years website and online chat room facility, information leaflet with specifics about why this regional layer of governance is important to older people and presentation resources

The final part of this application is to establish a Yorkshire & Humber Age Proofing toolkit which can be used to “proof” all regional, sub regional and local strategy to ensure that issues to do with ageing and demographic change are fully recognised and understood – this toolkit would be produced with the involvement of stakeholders and key regional agencies and using national resources and specific regional data. Use and promotion of the toolkit will have the following outcomes:

- Ensure that issues relating to demographic change and ageing are understood by policy makers across the Y&H region
- Capacity and reputation of the Future Years Yorkshire & Humber Regional Forum on Ageing increased so that comments and observations made by the Forum are respected and acted upon

- Wider number of stakeholders engaged with general and issue specific mailings and website providing credibility to Future Years
- Provide a resource for use by key regional bodies for discussion on demographic change and the policy consequences of this leading to better decision making process and consultation within the region
- Regional stakeholder involvement in development & contents of the Age Proofing tool to ensure knowledge, understanding and ownership to make the tool useable and helpful
- The Age Proofing tool will provide a consistent approach to dealing with demographic change and ageing across the region ensuring all key strategies and policies reflect current knowledge & understanding in this area
- Provide specific training sessions for stakeholders and policy makers on the application and usefulness of the Age proofing tool thus ensuring the right people use the tool correctly

The Regional Forum on Aging/ Future Years has already identified membership among organisations working with older people or on older people's issues such as older people's forums, the National Pensioner's Convention, other national charities focussing on age-related issues as well as the many local VCS organisations, including those supporting BME elders in particular. It will support these organisations to use the toolkit locally as well as advocating its use regionally.

Output	Target
Develop the stakeholders involved in Future Years	350 stakeholders on an active data base 2 mailings (electronic & Postal )
Deliver mailings to the listed stakeholders	one website 5 per stakeholder registered (2000 approx)
Develop resources pack Website Information leaflet Presentation materials (power point, questionnaires, maps of the region, pop up banners etc...)	one pack per sub region 50 copies printed & on website 2 sessions per sub region
Develop Age proofing tool in print & electronic – hold briefing sessions	

Budget Head	Total Cost	Amount requested	From other funders
<b>Revenue Costs</b>			
Project HR costs Development worker time	£15000	£15000	

Website designer time To include NI etc...	£5500	£5500	
Contribution to office costs	£6500	£3000	£3500
Office sundries inc. postage	£1850	£1850	
Engagement costs	£4000	£4000	
RFA executive and project meeting costs	£850	£850	
<i>Total Revenue:</i>	<i>£33700</i>	<i>£30200</i>	<i>£3500</i>
<b>Admin / Management Costs</b>			
admin/management costs....	£11500	£3500	£8000
<i>Total Admin/Management:</i>	<i>£11500</i>	<i>£3500</i>	<i>£8000</i>
<b>Capital Costs</b>			
Purchase of IT system for storage of data base, internet connection & printer	£3500	£3500	£
Basic office equipment	£1500	£1500	£
Printing of resources	£3250	£3250	
Resource pack maps & pop ups	£1500	£1500	
<i>Total Capital:</i>	<i>£9750</i>	<i>£9750</i>	<i>£0</i>
<b>Total Cost</b>	<b>£54,950</b>	<b>£43,450</b>	<b>£11,500</b>

<b>Bold Short Term Investment Pro Forma 2</b>
<b>Applicant: Voluntary Action Calderdale</b>
<b>Regional Volunteering Infrastructure Project</b>
<b>Priority Themes: Communication; Advocacy; Networking; Research</b>

### Project Description

A strategic objective for volunteering in Yorkshire and Humber is that there will be a modern, dynamic, strategic, coordinated and sustainable infrastructure for volunteering throughout the region. This will consist of a comprehensive, quality-accredited, recognisable and influential network of Volunteer Development Agencies (VDA) known as Volunteer Centres (VC). The aim is for local delivery of services in each local authority area and a strategic voice for volunteering at a sub-regional level. This will be supported by a strong regional infrastructure that will act as the hub for volunteering regionally.

The aim of the Regional Volunteering Infrastructure project is to strengthen and develop the regional volunteer development agency network (YAHBO) to enable it to make this happen by:

- promoting understanding of the distinctive nature of volunteering infrastructure and the need for investment to enable gain from the benefits of volunteering – “volunteering is freely given, but not cost-free”
- Ensuring that sub-regional and local volunteering infrastructure is able to provide a quality service to all users and increase the community footprint through extending services to more diverse communities – whether of geography, ethnicity, culture, faith, interest, etc
- supporting regional VCS, public sector volunteer involving organisations and corporate bodies with an interest in volunteering through a range of volunteering infrastructure services
- identifying major gaps in volunteering infrastructure provision across Yorkshire and the Humber and working creatively to plug those gaps while also working to reduce duplication.
- influencing policy and practice of regional stakeholders and providers, adding value to existing networks such as Voluntary Matters.
- understanding and conveying to others, the benefits of volunteering
- cooperating with the Regional Volunteering Development Assembly (RVDA) to ensure that the infrastructure at a local, sub-regional and regional level is able to raise issues and respond to the demands that will arise from discussions.
- bringing together the different sub-regional volunteering infrastructure plans to facilitate shared learning and ensure that work is joined-up where possible.

The Regional Volunteering Infrastructure Training Management System (TMS) ICT project will expand an existing pilot project at local level sharing knowledge and skills to expand the pilot project across the Yorkshire and Humber region. The TMS ICT project provides individual support to volunteer involving organisations (VIO) in managing and training their volunteers and management committee members. This is done by a mixture of face-to-face support, consultancy and ICT packages. Face to face training includes tailor made courses delivered to staff, groups of volunteers and management committees in how to manage volunteers in their organisations, to delivering training to volunteers and committee members themselves. This use of ICT and new technologies will assist more remote and interactive communications, especially in rural areas.

Output
A) Develop the YAHBO network <ul style="list-style-type: none"> <li>• 20 full days of expert consultancy support to the YAHBO network to develop further buy-in and consensus for regional working. To develop the structure of the network. To ensure the sustainability of the network.</li> <li>• 4 training days for the YAHBO network. Training to include building capacity to engage at a regional level; and IT training for the Regional Volunteering Infrastructure Training Management System (TMS) ICT project. Fees to include facilitation fees and participation costs of 40 participants including child and other care costs.</li> <li>• Branded full colour regional good practice volunteering case studies. Budget to include the design, print and distribution of these materials.</li> <li>• Branded YAHBO network merchandising materials for use at regional events. To include branded moveable notice boards and other equipment.</li> <li>• Development, production and distribution of a branded regional case study DVD promoting volunteering good practice and the new Regional Volunteering Infrastructure Training Management System (TMS) ICT pilot project. This is a cost effective way of engaging individuals – some of whom may not be reachable with more conventional publicity material. DVD and video material can be used in a number of ways including as training material or as part of talks, or running on screen.</li> </ul>
B) Support to the Regional Volunteering Infrastructure Training Management System (TMS) ICT pilot project. <ul style="list-style-type: none"> <li>i) Develop new training and assessment packages as identified and pilot with staff and volunteers in 10 VIOs.</li> <li>ii) Develop systems for setting up usernames, individual volunteer passwords, group identities and administration support for each VIO.</li> <li>iii) Train 6 VIOs in monitoring the use of the TMS, giving feedback and support as appropriate</li> </ul>
C) Set up the IT infrastructure to support the delivery of the project :- 10 laptop computers, 4 Powerpoint projectors

Budget Head	Total Cost	Amount requested	From other funders
<b>Revenue Costs</b>	£	£	£
a) Support to YAHBO Network			
20 full days of expert consultancy support to the YAHBO network.	£10,000	£10,000	0
4 training days for the YAHBO network.	£4,000	£3,600	£400
Regional good practice volunteering case studies.	£4,000	£4,000	0
Branded YAHBO network	£4,000	£4,000	0

merchandising.			
Development, production and distribution of DVD promoting volunteering good	£15,000	£15,000	0
B) Support to the Regional Volunteering Infrastructure Training Management System (TMS) ICT project.			
Salary of the project manager for 9 months and employment on-costs	18790	18790	0
Travel, software fees/ IT support costs and insurances	5150	5,150	0
Beneficiary training	1,000	1,000	0
Admin, general running and management costs for the ICT project	4,300	4,300	0
<i>Total Revenue:</i>	<i>£66,240</i>	<i>£65,840</i>	<i>£400</i>
<b>Admin / Management Costs</b>			
Admin/management costs	£10429	£10429	£0
<i>Total Admin/Management:</i>	<i>£10429</i>	<i>£10429</i>	<i>£0</i>
<b>Capital Costs</b> Support to the Regional Volunteering Infrastructure Training Management System (TMS) ICT project			
8 laptop computers; 4 Powerpoint projectors	£12,000	£12,000	£0
<i>Total Capital:</i>	<i>£12000</i>	<i>£12000</i>	<i>£0</i>
<b>Total Cost</b>	<b>£ 88669</b>	<b>£88269</b>	<b>£400</b>

<b>Bold Short Term Investment Pro Forma 3</b>
<b>Applicant: Y and H Regional Forum</b>
<b>Regional intelligence and research resource</b>
<b>Priority Themes: Networking and Research</b>

### Project Description

This project will develop a regional research resource for community and voluntary sector organisations. The research resource will combine a growing, searchable archive of research from the sector with a 'newswire' facility for regular news bulletins.

The archive will include research reports relevant to the sector drawn from academic research, project evaluations, Government and official publications, local government outputs such as community strategies and relevant European documents. The newswire will include briefings on events, opportunities and developments in the sector. The research resource will also include some facilities for readers to comment on and share knowledge about the information presented.

The project takes forward recommendations from the appraisal study undertaken by Sheffield Hallam University as part of the Change Up Early Investment programme.

<b>Output</b>	<b>Target</b>
Architecture developed for data archive within Yorkshire Futures	Archive library operational
Existing data captured and added to archive	Data added to archive
Regional research resource launched - to the Regional Forum's membership of over 300 VCS organisations - to universities and other centres of research - through the Regional Forum's newsletters, email networks and mailing lists (7 networks with over 300 people or organisations in each network and mailing list of over 600 organisations)	On-line archive launched
Fund raising and sustainability plan implemented	Funds raised for 3 year continuation – possibly through subscription or as an enhanced form of Forum Membership. Admin costs to be found from Y and H Regional Forum resources.

<b>Budget Head</b>	<b>Total Cost</b>	<b>Amount requested</b>	<b>From other funders</b>
<b>Revenue Costs</b>			
Software architecture - configuration, customisation and development for data archive - configuration and set up for "newswire service"	£20,000	£5,000	£15,000 equivalent cost provided in kind from Yorkshire Futures
Tender 104 – Regional research data collection and dissemination	£17,500	£17,500	£0
Tender 105 – Marketing, promotion, fundraising and sustainability	£15,000	£15,000	£0
Regional Research Resource development – delivery by Regional Forum Head of Development	£5,000	£5,000	£0
Advertising for tenders	£5,000	£5,000	£0
<i>Total Revenue:</i>	<i>£62,500</i>	<i>£47,500</i>	<i>£15,000</i>
<b>Admin / Management Costs</b>			
Full cost recovery - Admin/management	£2,250	£2,250	£0
Full cost recover – office running costs	£2,269	£2,269	£0
Full cost recover – governance	£481	£481	
<i>Total Admin/Management:</i>	<i>£5,000</i>	<i>£5,000</i>	<i>£0</i>
<b>Capital Costs</b>			
File server	£ 5,000	£0	£ 5,000 equivalent costs provided in kind from Yorkshire Futures
Hardware and software	£2,000	£0	£ 2,000 equivalent costs provided in kind from Yorkshire Futures
<i>Total Capital:</i>	<i>£7,000</i>	<i>£0</i>	<i>£7,000</i>
<b>Total Cost</b>	<b>£74,500</b>	<b>£52,500</b>	<b>£22,000</b>

<b>Bold Short Term Investment Pro Forma 4</b>
<b>Applicant: Y and H Regional Forum</b>
<b>Yorkshire and Humber Regional Voluntary Sector Hub – Scoping Project</b>
<b>Priority Themes: Networking and Communication</b>

### Project Description

This scoping project takes forward to feasibility stage a study commissioned by the Regional Forum in March 2004 undertaken by Pulse Regeneration and DTA (Yorkshire and Humber) to develop proposals for asset development and income diversification for the Regional Forum.

Whilst that piece of work tested the *idea* of a regional hub, this project will deliver a fully worked up and costed site-specific development plan. It will supply associated building designs, business plans and financial proposals for a regional voluntary sector hub in Yorkshire and the Humber. This physical base for regional VCS organisations will echo the principles outlined in Change Up of “coalescing into geographic hubs” whilst also providing a strategic plan for the future sustainability of the Regional Forum.

### The principles underlying the development of a regional hub are:

- Improving performance
- Strengthening infrastructure
- Bringing together regional organisations
- Making links between policy and practice
- Generating income
- Creating access

Output	Target
<ul style="list-style-type: none"> <li>o Identify regional partners who will assist in the creation of a regional VCS cluster</li> </ul>	Cluster partners identified
<ul style="list-style-type: none"> <li>o Undertake a feasibility study to progress a suitable building as asset base for the cluster</li> </ul>	Feasibility study/ architectural appraisal published
<ul style="list-style-type: none"> <li>o Scope the financial support available</li> </ul>	Business case prepared with finance options
<ul style="list-style-type: none"> <li>o Develop a business plan for an associated social enterprise providing conferencing and appropriate services within the ‘Hub’ and to the wider voluntary and community, faith and public sector.</li> </ul>	Operational plan with social enterprise solution published

<b>Budget Head</b>	<b>Total Cost</b>	<b>Amount requested</b>	<b>From other funders</b>
<b>Revenue Costs</b>			
Tender 101 to develop a feasibility study	£18,000	£18,000	£
Tender 102 to develop a business plan and financial support package	£10,000	£10,000	
Tender 103 to develop operational plans to provide the basis for social enterprise development	£12,000	£12,000	
Cluster development – delivery by Forum Deputy Director	£5,000	£5,000	
Advertising for tenders	£5,000	£5,000	
<i>Total Revenue:</i>	<i>£50,000</i>	<i>£50,000</i>	<i>£</i>
<b>Admin / Management Costs</b> (The Forum uses a Full Cost Recovery methodology as outlined in the Compact code on funding and procurement)			
FCR – mgt / admin	£2,250	£2,250	£
FCR – office running costs	£2269	£2269	£
FCR - governance	£481	£481	
<i>Total Admin/Management:</i>	<i>£5000</i>	<i>£5000</i>	<i>£</i>
<b>Capital Costs</b>			
Insert capital budget heads here....	£0	£0	£
Insert capital budget heads here....	£0	£0	£
<i>Total Capital:</i>	<i>£0</i>	<i>£0</i>	<i>£</i>
<b>Total Cost</b>	<b>£55,000</b>	<b>£55,000</b>	<b>£</b>

<b>Bold Short Term Investment Pro Forma 5</b>
<b>Applicant: Community Alliance (DTA, Scarman Trust, bassac, Community Matters)</b>
<b>Alliance for enterprising and Sustainable Communities</b>
<b>Priority Themes: Communication, Advocacy, Networking and Research</b>

### **Project Description**

The Community Alliance is a practical working relationship between the Development Trusts Association, bassac, the Scarman Trust and Community Matters. The project will develop joint networking, and delivery of tools and services currently not being delivered in the region, or else being delivered within individual networks.

The Community Alliance partners have a shared vision of enterprising and effective community organisations delivering local services in response to local needs and managing a range of assets for longer-term sustainability.

These four infrastructure organisations with a regional presence will collaborate to deliver services to develop community anchor organisations that will be at the forefront of community-based service delivery and regeneration. This is the model that Government is advocating as the vehicle for sustainable development. There are currently a large number of examples of good practice in the region and the purpose of this bid is to extend those examples into and build clusters of community-based organisations networking effectively together.

Where development work is to happen at a more localised level (clusters), this will reflect the additional specialist support that the Community Alliance partners provide (for example, expertise in relation to asset-based development and collaborative working). It will also help to establish a region-wide support service that can be rolled out therefore strengthening regional infrastructure from the grassroots up.

In Yorkshire and the Humber, the Alliance partners will use Change Up investment to build on existing working relationships within and across our member networks to:

- 1) Share established diagnostic tools to improve the sustainability and effectiveness of our members
- 2) Develop local clusters of member community organisations for contract procurement, shared services, and shared advocacy
- 3) Capture and transfer best practice in community development and community enterprise throughout the region, and promote peer practitioner learning
- 4) Promote mutual co-operation and trading through the establishment of a CAN DO exchange website.

<b>Outcomes</b>			
1. More confident and effective community organisations, aware of their own capabilities with effective strategic plans for longer term development. (ie Community Anchor Organisations) 2. Established clusters of local community organisations, supported to develop inter-trading, share service procurement, and undertake joint advocacy. 3. A dynamic active regional network of community development and community enterprise practitioners with a commitment to best practice and shared learning at the level where there is a critical mass of information for an effective exchange . 4. Greater ability to inform and shape regional policies affecting local community development and community enterprise.			
<b>Output</b>	<b>Target</b>		
1. Strategic reviews of community organisations using established DTA "Healthcheck" and Community Matters "Visible" quality standard as appropriate	20		
2. Targeted work with clusters of community organisations (probably in Bradford, Leeds and North Yorkshire coastal communities) using established bassac "SWIM—shared without merging" and Scarman "Community Service Agreements" concepts.	3 with up to 6 local organisations in each cluster		
3. Joint regional networking meetings building on established networks highlighting best practice and facilitating peer-to-peer networking of practitioners, trustees and volunteers.	3 + 1 targeted at larger orgs.		
4. Knowledge and Skills exchange visits	8		
5. Regional Can Do Exchange community established	1		
6. "Routine" shared working relationships of Alliance partners well understood by other regional infrastructure agencies	1		
<b>Revenue Costs</b>	£k	£k	£k
Staff salaries plus oncosts	64.5	46	18.5
Rents, phones, stationery, travel	12.5	7.5	5
<i>Direct Programme costs</i>			
Events	6	1	5
Healthcheck	8	4	4
Community Service Agreements	10	8	2
SWIM	15	10	5
Visible (in salary costs)			
<i>Total Revenue:</i>	<i>£116</i>	<i>£76.5</i>	<i>£39.5</i>
<b>Admin / Management Costs</b>			
Alliance Partners Admin	£4	£4	£0
Programme Admin (DTA)	£8	£4	£4
<i>Total Admin/Management:</i>	<i>£12</i>	<i>£8</i>	<i>£4</i>
<b>Capital Costs</b>			
Can Do Exchange	£8	£8	£0
<i>Total Capital:</i>	<i>£8</i>	<i>£8</i>	<i>£0</i>
<b>Total Cost</b>	<b>£136</b>	<b>£92.5</b>	<b>£43.5</b>

<b>Bold Short Term Investment Pro Forma 6</b>
<b>Applicant Alzheimer's Society (Y and H)</b>
<b>Promoting Inclusion and Partnership</b>
<b>Priority Themes: Networking</b>

## Project Description

To carry out a mapping exercise on the level, and effectiveness of partnership work and services in the area of dementia care. The focus initially will be on the work carried out by the Alzheimer's Society which has 20 branches across the North Yorkshire, West Yorkshire, South Yorkshire and Humber area, and those partners such as PCTs who it delivers services for in the Yorkshire and Humber (Y & H) area.

The aim will be to highlight areas for improvement in partnership working, and more joined up delivery of services which will help agencies in the Y & H area to be more effective in reaching, and helping, people from all communities and backgrounds who may be touched by dementia.

Activities will include:

- Identify the existing services for people with dementia and their carers and which organisations are providing these.
- Mapping which agencies or statutory bodies are delivering services that aim to provide support for those touched with dementia eg: information provision, advocacy, befriending, counselling, care etc.
- Compare service needs in rural and urban areas with recommendations for flexible services
- Identify existing partnerships, networks and working groups
- Identify gaps in services, areas for improvements and transferable best practice. Looking at both rural and urban areas.
- Obtain a better understanding of the black and minority ethnic (BME) communities in relation to dementia care
- Use the study to look at the best method to improve the delivery of services, with best value for money, across Y & H in the area of dementia through opportunities and recommendation for partnership work in the future. This to be done in conjunction with Y & H Regional Forum and other existing networks and forums.
- The method of review will be to identify 6 pilot branches to represent three key areas: rural locations, urban areas and bme communities. This would include a branch from North Yorkshire and Humber area which has wide rural locations and difficult to access services for people with dementia. Leeds, Bradford or Sheffield would be identified for the urban locations and for the BME work areas such as Kirklees would be considered. Kirklees has a large ethnic mixed population and currently we are not aware of the knowledge or impact that dementia has on the community.

There is a need for flexibility in taking the project forward and the Alzheimer's Society would welcome input from agencies who feel they would add value to this work.

**Project Outcomes**

Set up a working group to manage project			Sept
Draft Terms of Reference			Sept
Identify person or company to carry out study			Sept
Obtain quotes against draft TOR			Sept
Finalise delivery agent and agree TOR, timescale and outcomes with them			Oct
Induction to the area of dementia through the Society, create working group and pilot areas			Oct
<b>Research:</b>			
<b>In the Y &amp; H region assess</b>			
- the number of people with dementia including younger people			Nov
- the ethnic mix including numbers in each ethnic group, age profile and estimated numbers with dementia			Nov
- the socio-economic mix across the area with estimates of people likely to be experiencing poverty, poor housing, isolation, low levels of education, rural issues etc			Dec
<b>Mapping:</b>			Jan
Establish details of services provided by the Alzheimer's Society branches			Jan
Establish details of other agencies providing dementia care services			Feb
Establish details of the existing forums and networks			
<b>Outcomes:</b>			April
Establish gaps in services delivery and need for future service provision			April
Establish opportunities for partnership working and creating networking			May
Recommendations on further work, or opportunities, that can help the delivery of effective services to those touched with dementia across the Y & H region			
<b>Budget Head</b>	<b>Total Cost</b>	<b>Amount requested</b>	<b>From other funders</b>
<b>Revenue Costs</b>			
Staffing	£29,500	£29,500	£
<i>Total Revenue:</i>	<i>£29,500</i>	<i>£29,500</i>	<i>£</i>
<b>Admin / Management Costs</b>			
Admin/management costs....	£5,000	£5,000	£
<i>Total Admin/Management:</i>	<i>£5,000</i>	<i>£5,000</i>	<i>£</i>
<b>Capital Costs</b>			
<i>Total Capital:</i>	<i>£</i>	<i>£</i>	<i>£</i>
<b>Total Cost</b>	<b>£34,500</b>	<b>£34,500</b>	<b>£</b>

<b>Bold Short Term Investment Pro Forma 7</b>
<b>Applicant: WYCAS</b>
<b>Collaborative Accounting in Yorkshire and Humber</b>
<b>Priority Theme: Networking</b>

### **Project Description**

1 The network aims to share information and good practice through a series of workshops. Some of the actions resulting from these workshops will be acted on within this project; some will need to go into the longer-term plan (see 2)

2 Work will also be undertaken on planning for Community Accounting Schemes (CAS's) across Yorkshire and Humber towards the 2014 vision of a modernised infrastructure for the VCS, and identifying if there are areas (and if so what areas), that can be more effectively done at a regional level in order for that vision to be fulfilled.

Outcomes of the workshops: it is difficult to anticipate exactly what the CAS will be working on as that is what will come out of the consultation before the workshops. However there are a number of challenges ahead for CAS which will no doubt come up:

- Changes in Accounting regulations and SORP 2005
- Preparation for working with frontline organisations that are preparing for contracting
- New training courses
- New charity act and CICs
- Financial management for Social enterprise

### **Outcomes of the Project**

An efficient and excellent community accounting service provision across Yorkshire and Humber.

A shared vision for Yorkshire and Humber CAS's fed into the Regional 2014 vision for the VCS infrastructure

The ability for CAS's to engage at a regional level

The ability for CAS's to engage with other regional networks

Output			Target
Facilitated / self-run workshops and resulting activity Plan for Yorkshire and Humber CAS's (2006 to 2014) which identifies any regional issues			4. 1
Budget Head	Total Cost	Amount requested	From other funders
<b>Revenue Costs</b>			
4x facilitator for Workshops	1,600	1,600	
Venue/refreshments	1,000	1,000	
(4 workshops x 4 schemes x 3 staff per scheme = 48 staff days to be backfilled) @ £250 per day	12,000	12,000	
Travel	550	550	
Resultant activity	3,000	3,000	
Plan development/ writing....	£1,200	£1,200	
<i>Total Revenue:</i>	<i>£19,350</i>	<i>£19,350</i>	£
<b>Admin / Management Costs</b>			
Insert admin/management costs....	£600	£600	£
<i>Total Admin/Management:</i>	<i>£600</i>	<i>£600</i>	£
<b>Total Cost</b>	<b>£19,950</b>	<b>£19,950</b>	<b>£</b>

<b>Bold Short Term Investment Pro Forma 8</b>
<b>Applicant: NCVCCO Children, Young People and Families Forum/ NCC</b>
<b>Regional Children's Trust and Children's Centre Network Support for Voluntary and Community Organisations</b>
<b>Priority Themes: Networking</b>

<b>Bold Short Term Investment Pro Forma 9</b>
<b>Applicant: Youth Work Unit Y&amp;H</b>
<b>VYON Infrastructure Accelerator</b>
<b>Priority Themes: Communication, Advocacy and Networking</b>

Early discussions with GOYH DfES staff (Sure Start and Connexions teams) highlighted ways in which the obvious complementarity of these two bids could be put into action. An initial meeting between VYON and the NCC (as part of the NCVCCO Children, Young People and Families Forum) has confirmed their willingness to work together and combine these two projects. The investment will be aimed at the members of the NCVCCO CYPF Forum which cover the whole spectrum of organisations working with 0-19 year olds. These organisations will fall into one or more of 3 sub-groups that correspond to recent government papers on children's services and contribute to the development of Children's Trusts, Children's Centres and changes to local authorities children's services.

Although the activity under the two bids will still be undertaken, there will be some additional activity which will focus on:

- using and expanding the existing network
- supporting VCS advocates (link people) on Children and Young People's Boards in the region
- taking the 2 VYON activities and being able to offer them out through a larger network

This will require a small amount of additional resource, principally for VYON, to participate in the wider networking.

It is anticipated that Government Office DfES teams will contribute to the work between NCC and VYON as the delivery agencies and the Regional Forum in developing the final sub-contract. However this development work should not be a barrier to the CPP team in GOYH contracting with the Accountable Body.

<b>Bold Short Term Investment Pro Forma 8</b>
<b>Applicant: NCVCCO Children, Young People and Families Forum/ NCC</b>
<b>Regional Children's Trust and Children's Centre Network Support for Voluntary and Community Organisations</b>
<b>Priority Themes: Networking</b>

### Project Description

To work with NCVCCO to support voluntary sector participation (children, young people and families) in the rapid roll out of Children's Services and Trusts in districts and Children's Centres in every community by the DfES for the Yorkshire and Humberside region. NCC would work as the regional delivery lead, with NCVCCO's national umbrella infrastructure as a key partner, through NCVCCO's regional support network for Y+H, that NCC participates in. NCC would offer network support to children, young people and family voluntary and community organisations that will be affected by the development of Children's Trusts and Children's Centres at district level in the region.

Impact on the organisations worked with:

#### 1. Children's Services and Trusts network support:

NCC in partnership with NCVCCO Yorkshire and Humberside will support and build a regional support network for the voluntary sector representatives that are being invited to join children, young people and family boards (new children's services overseers) and Children's Trusts within Districts.

#### 2. Regional Children's Centre roll-out support.

Access to a regional network will highlight good practice and developments across the region. Voluntary and community organisations within the region need to network and ensure they are a part of the rapidly emerging Children Centre roll-out currently taking place. At district level there is a rapid expansion of Children's Centres that voluntary and community organisations are not always fully engaged with, the network will offer support in clarifying current Government positions and helping to pinpoint priorities that voluntary organisations within the region should be focusing on. Voluntary and community organisations involved in Children's Centres developments will also need network support and access to up to date information relevant to their field. At this crucial time in the development of Children's Centres across the region, NCC and NCVCCO want to strengthen the infrastructure, networking and resources available to voluntary sector children, young people and families organisations in Yorkshire and Humberside. There is currently a vacuum of support for voluntary and community organisations that work with children and families as Government has changed its direction of funding towards local authorities. It is vitally important that the voluntary sectors voice and resources are heard and taken up at this time.

<b>Output</b>	<b>Target</b>
1. To develop new staff job descriptions and identify a consultant prior to start date to allow immediate start on recruitment process and network contacts.	1. Month -1 to Mid M2
2. Advertise and recruit the Regional Coordinator and two office staff.	2. M1 to Mid M2
3. Using the 4 sub regional network hubs, contact and engage all regional districts.	3. M1 to M3

4. Engage with all districts in the region to start to build a strong and clear regional support network for voluntary sector representatives that link to the new children's services boards and future Children's Trusts. Organisations will include, NCVCCO, NSPCC, Barnardos, Children's Society, NCH, NCC and other smaller voluntaries that have developed good district wide and sub regional networks.	and ongoing 4. M1 to M3 and ongoing
5. To develop and lead on lobbying work and information flow on the development of voluntary and community participation in shaping and building future children's services in the region. To set up a regional and district support and information network for local voluntary and community organisations to access.	5. M4 to M8
6. Provide Children Centre regional network support and examples of good practice and other resources to local (in district) children, young people and family organisations that have identified a local Children's Centre that they wish to set up or offer services to.	6. M6 to M8
7. To provide and develop practical examples of success and good practice within the sector concerning Children's Trusts and Children's Centres. Identify and support Children's Trusts and Children's Centres where the sectors input are innovative.	7. M6 to M8
8. Prepare a new bid for March 2006 with the aim of completing a full team from March 06 with longer term funding.	8. M7 to M8

Budget Head	Total Cost	Amount requested	From other funders
<b>Revenue Costs</b>			
Salaries (including on costs)	61,780	51,780	£+10,000
Accommodation and meetings	7,060	7,060	(Ongoing
Office, stationary, phone etc	1,360	1,360	contr. from
Staff training, travel, expenses	1,850	1,850	NCVCCO)
Admin, payroll, personnel	5,180	5,180	£

Staff recruitment	2,400	2,400	
EE/ER Insurance, audit fees	500	500	
Fees- data man., design, publicity	10,000	10,000	
<i>Total Revenue:</i>	<i>£90,130</i>	<i>80,130</i>	<i>£10,000</i>
<b>Admin / Management Costs</b>			
Management	7,770	7,770	£
<i>Total Admin/Management:</i>	<i>£7,770</i>	<i>£7,770</i>	<i>£</i>
<b>Capital Costs</b>			
PC's ,software, printers	2,100	2,100	£
<i>Total Capital:</i>	<i>£2,100</i>	<i>£2,100</i>	<i>£</i>
<b>Total Cost</b>	<b>£100,000</b>	<b>£90,000</b>	<b>£10,000</b>

<b>Bold Short Term Investment Pro Forma 9</b>
<b>Applicant: Youth Work Unit Y&amp;H</b>
<b>VYON Infrastructure Accelerator</b>
<b>Priority Themes: Communication, Advocacy and Networking</b>

### **Project Description**

The Youth Work Unit (YWU) has recently established a half time post of a Development Officer for Voluntary Youth Organisation's Network Y&H, to help build the strength and capacity of both regional VYON and local VYONs or umbrella VCYSOs in the 15 LAs. The Development Officer will work to implement and realise VYON's strategic plan but the effectiveness of this post would be significantly accelerated by the hiring of additional freelance trainers/ consultants to work in close liaison with the postholder on two specific, time limited complementary tasks- a VYON start up pack and a VCYS self assessment tool .

#### **1. Creation of a local VYON start-up pack**

In the current policy context where Children & Young People's Trusts (CYPT) will be the future strategic and commissioning body for youth provision in an LA area, it is vital that the VCYS is represented at the CYPT. In turn, that body will need to access the broader sector to strategic and funding information which will facilitate their continuation as a funded organisation. Currently of the 15 LA areas only 3 have a firmly established structure, several are hoping to establish new structures, others operate within a broader VCS body eg CVS. The regional VYON has struggled to be the regional VCYS voice because of the lack of networks and structures at local levels to cascade information to, to learn from and to speak on behalf of.

A starter pack together with consultancy support will speed up infrastructure development in the area. The start up pack would outline:

- The benefits of creating a local district wide VYON
- the context within which other VYONs have been created
- a checklist of practical steps
- funding options & models
- BME involvement
- sample constitutions, procedures, job descriptions, work plans
- support available from & inter-relation with VYON Y&H

#### **2. Development of a self assessment toolkit**

A recent conference on the readiness for Children and Young people's Trusts drew on a tool designed by the national Youth Agency for use with the LA sector. Voluntary sector colleagues attempting to use the tool felt that a similar but different tool could be designed to allow individual VCYS organisations to self assess their degree of readiness and therefore at the same time clarify steps they would need to take to be ready. VCYS colleagues felt they were not even on the grid as currently designed and that there was therefore an urgent and great need for tools to help speed progress so that organisations are more able to engage in the commissioning climate being heralded by CYPT.

### **The outcomes will be**

1. VYON start-up pack

- a. local voluntary organisations would be less isolated both locally and regionally being tied in to broader networks at a district and regional level
- b. sharing of information, practice and perspectives
- c. local umbrella bodies would feel better supported and have guidance drawn specifically from working models, these would speed and ease the course of developments
- e. regional VYON would also be strengthened and would be able to speak as the 'voice' of the VCYS and a mechanism would exist to engage and cascade information, best practice and policy developments.

2. Creation of a self assessment tool for Voluntary organisations regarding their effective involvement in Children's and Young people's Trusts.

- VCYO's would be informed about the CYPTs, ECM and Youth Matters environment
- local VCYS organisations would be better able to position themselves to contribute to and engage with CYPTs
- action clarified as needed for an organisation or umbrella to be better able to meet the challenges of CYPTs

Budget Head	Total Cost	Amount requested	From other funders
<b>Revenue Costs</b>			
Insert revenue budget heads here...			£
1. Research/consultant/ writer 15days at £300.	£4500	£4500	
Creation of pack of materials	£250	£250	
2. Consultant 8 days at £300	£2400	£2400	
Working group costs	£250	£250	
Dissemination events 6 x £ 500	£3000	£3000	
<i>Total Revenue:</i>	<i>£10,400</i>	<i>£10,400</i>	<i>£</i>
<b>Admin / Management Costs</b>			
Management and supervision	£1200	£1200	£
Admin & Finance....	£400	£400	
<i>Total Admin/Management:</i>	<i>£1,600</i>	<i>£1,600</i>	<i>£</i>
<b>Capital Costs</b>			
<i>Total Capital:</i>	<i>£0</i>	<i>£0</i>	<i>£</i>
<b>Total Cost</b>	<b>£12,000</b>	<b>£12,000</b>	<b>£</b>

## **4.4 Network Capacity Building Scheme**

### **4.4.1 Network Capacity Building Scheme – Broad Issues**

The VCS in Yorkshire and the Humber see ChangeUp as an opportunity to enhance the capacity of the sector to play an appropriate role in partnership working. This means a) identifying and maximising the opportunities that exist for putting forward the views and experience of VCS organisations and b) supporting individuals and their “home” organisations with the resources (and, where necessary the skills and confidence) to expand the influencing and advocacy role for and on behalf of the VCS as a whole.

In order to deliver resources to individuals and organisations in the VCS it would require either a large number of very small grants which would then lose any sense of regional impact; or one large programme of activity which would be high risk in terms of success as the actual outcomes are inherently difficult to translate into headline figures across the diverse range activities.

What is now proposed is a scheme that will support 8 individual networks under the theme of advocacy and engagement to an estimated total of £25,000 each. It will aim to support new, emerging or struggling networks so that they can engage better with the regional agenda and to develop advocates or representatives to participate in regional and other structures. It is envisaged that networks will come forward representing thematic interests such as:

- Mental health
- LGBT
- Women’s groups
- Refugees and Asylum Seekers
- Family issues
- Disability

Each of the 8 networks will be commissioned by the Accountable Body (i.e. the Regional Forum) as an individual project contract with its own budget, outputs and monitoring requirements. In order to maintain a transparent and accountable process the accountable body will run a scheme that provides a framework for selection and management of the 8 networks and their projects. This will maintain a regional co-ordination role for measuring impact, knowledge transfer etc. However, it will not place the whole, substantial, package of work at risk because of one or more projects not achieving.

### **4.4.2 Network Capacity Building Scheme – Background Issues**

The scheme is included in the RIDP because of the weight of opinion of the 35 VCS organisations involved in developing the RIDP. This group unanimously supported a proposal to resource organisations and individuals so that they could play a part in regional partnerships. This group of 35 decided on a proposal for resources that would have the following key features:

1. It would resource organisations and individuals to participate in networks
2. It would stimulate networks that would add value to existing partnerships
3. It would be flexible enough to accommodate the needs of organisations at different levels of capacity engaged in partnerships that are also varied in terms of their engagement with the VCS

4. It would support organisations to maintain their core activity whilst releasing staff time to participate in partnerships
5. It would recognise the value and role of networks of communities of interest which are often overlooked when much of the work has an geographic focus
6. It would engender cross-network support and learning between the participants at a regional level

In order to reflect the time constraints, and to maximise the impact of the funding, this scheme takes these features as its underlying purpose. In order to create a workable scheme, in consultation with GOYH, we have adapted the recommendations made by COGS in a report published by the Regional Forum in February 2004 (an extract is appended, Appendix 3) and by Smile Consultancy in an evaluation report on the Regional Forum's BME Engagement Fund (an extract is appended, Appendix 4). The key difference will be that networks are commissioned (as opposed to running a series of application rounds) to undertake capacity building activities to specific ends that they define.

The scheme is intended to help networks and their member organisations to do two things. First, identify the appropriate level of development in the current and future policy context of their work. Second, the scheme will provide resources to help them move towards that level of development and in some cases explore some of the practical actions that the network aspires to. Core examples of what networks will be aiming to achieve include:

- More productive partnerships with the public sector in terms of service delivery
- Better able to bring their members (and their members clients') experience to bear on public agencies in terms of strategy and their regional agenda
- Exploration of the potential for joint working, for example through using the resource for equal shares funding or making a joint investment
- Developing the network in partnership with the public sector so that it will attract future resources

There are a range of significant issues both, in meeting the aspirations of the VCS outlined above and, in terms of accounting for public monies. These are around the areas of: management procedures; cost; risk management and sustainability. Two further key considerations in implementing such a scheme are the desirability for projects to have an impact in a short timescale and, the improved ability of organisations and networks to actively participate in partnerships at a regional level.

To take these factors into account and still produce a workable solution requires a strong overall framework and effective liaison with individual recipients rather than a focus on overly prescriptive content or activities. The emphasis of the scheme in this first year of ChangeUp is on networks (and their members) and moving them on from their current position. The focus of their work is likely to be on the broad range of self-contained small steps necessary to achieve much greater visible impact in future years.

#### **4.4.3 Outline of the Scheme**

The Network Capacity Building Scheme will allow each of the 8 individually commissioned networks a project made up of:

- up to £20,000 expenditure on resources for the network/ network members

- a maximum of 10 days of consultant support each to undertake exploratory work and initial diagnostic work on their capacity to:
  - a) engage with regional agencies and institutions, and
  - b) to help organisations in the network build their capacity to work with each other on these issues
- up to £1,000 for small items of capital expenditure.

It is anticipated that in many cases this will be expended through simple resources in terms of network members' staff time, consultancy expertise and backfilling posts. Further activity, by networks, that need resources will include the running of or, attendance at meetings and conferences. More advanced networks may use the resources to pilot solutions already identified such as "virtual" networks using new ICT resources or, using resources as an equal shares investment with public agencies to test new ways of partnership working and exploring a joint approach to leveraging in more resources.

The outcomes would be strengthened advocacy and engagement networks for 8 communities of interest and networks. Each network will determine the relevant outcomes as part of the commissioned project. These could cover:

- Practical issues such as joint service delivery, back office functions or sustainability support.
- Diagnostic work and creating practical opportunities necessary for their engagement with regional and sub-regional planning processes.
- Direct support for network members to gain knowledge and skills to engage effectively with regional agencies and institutions
- Enable their participation in the work of the national hubs and sub-regional consortia, which will have the parallel outcome of engaging them in the larger work of the Bold Short Term Investments and the longer term development of the 2014 Strategy for VCS Infrastructure in the region further down the line.

Individual networks will identify reporting and monitoring requirements for their commissioned projects when the overall monitoring requirements are notified to the Accountable Body.

A typical commissioned project could include the following activities:

Phase	Examples of activity that might be undertaken	Outcome
Initial assessment	<ul style="list-style-type: none"> <li>• Mapping network membership</li> <li>• Assessment of capacity of membership to sustain the network</li> <li>• Mapping of opportunities for the network's involvement/ engagement in the public policy arena</li> <li>• Identifying the aspirations of the network</li> <li>• Implementing the Race Equality Framework and Rural Proofing and monitoring their use</li> </ul>	Getting a baseline
Network Strengthening activity – influencing strategy	<ul style="list-style-type: none"> <li>• Identify need for network members to act as advocates</li> <li>• Support/ training for network advocates</li> <li>• Briefing meetings</li> <li>• Creating feedback mechanisms for advocates (meetings or via ICT)</li> <li>• Develop a communications strategy</li> </ul>	Building the capacity of individuals to play a role in regional engagement and resourcing them
Joint Work with Public Agencies – delivering together	<ul style="list-style-type: none"> <li>• Joint policy briefings</li> <li>• Web portal/ website linking</li> <li>• Directory of network member services e.g. in relation to procurement issues</li> <li>• Joint event or research</li> <li>• Joint training</li> <li>• Backfill for work shadowing or short-term placements</li> </ul>	Testing the feasibility of working with statutory agencies
Drawing it all back together.	<ul style="list-style-type: none"> <li>• Cross network information and experience sharing</li> <li>• How much influence can this network VCS bring to public agencies and the regional agenda</li> <li>• Impact measurement, distance travelled, identification of next steps</li> </ul>	What are the next steps for this network, what can others learn?

#### 4.4.4 Access to the Network Capacity Building Scheme

8 Networks will be commissioned on the basis of their potential to make a marked change in terms of their influence at a regional level (see bullet points above). This could involve them overcoming one or more of the following barriers.

- Lack of resources
- Current exclusion from engagement
- Lack of opportunities to engage
- Need for awareness raising of the network's existence with regional partners
- The network maybe thinly spread over the region, or it may need to bring together agencies from a range of networks to strengthen either service delivery or engagement
- Intensive support to move a network to another level of engagement at a regional level

There will be a single commissioning round. The commissioning process will be kept as simple as possible to ensure that less established networks feel equally able to access the fund. In addition, support will be provided to networks during the commissioning process. A panel will be convened to identify appropriate networks using criteria drawn up in

conjunction with regional partners. From these 8 will be selected to develop commissions (see 4.4.5 below).

The turn-around time will be kept as short as possible. The scheme will be publicised through the regional information dissemination systems. This will include publicising through community of interest networks and local infrastructure agencies.

#### **4.4.6 Commissioning Criteria**

The programme will invest in 8 networks which are identified by the panel as being able to do the following:

- Have a clear and practical work programme, clearly fulfilling the theme aims and which states what the outcomes of the activity will be and identifies any major risks.
- Can show how learning, information, experience or products financed by the fund will be useful / will impact after the end of this fund.
- Can demonstrate the impact of the proposal on the BME and other communities of interest in the voluntary and community sector.
- Can show how they have used this investment to influence mainstream service delivery to the benefit of VCS organisations
- Develop relationships with public sector agencies that:
  1. Increase the potential for joint work and partnership
  2. Increase the likelihood of future resources being made available for VCS infrastructure
- Are willing and able to fulfil evaluation and monitoring requirements.
- Can be completed by 31 May 2006.

Recommendations on whether proposed outline programmes of work from networks will subsequently meet the requirements of a commission will be made by an officer of the Regional Forum and submitted for endorsement by the panel. The panel will be made up of:

- One representative from each of the four sub regional consortia.
- Government Office for Yorkshire and the Humber.
- A Regional Forum Trustee
- A representative of the BME Regional Panel.

The panel will be facilitated by an external, independent consultant, although secretarial support will be provided by the Regional Forum. The panel will develop clear conflict of interest guidelines for those taking part.

There will be support available to networks from the Regional Forum or other VCS organisation through the commissioning process and from the Forum (shown in the table in section 4.4.2) as well as the option of consultancy support through the delivery process. Networks that receive funding will also be encouraged to network with other recipients.

#### **4.4.7 Management of the Scheme**

The Regional Forum will appoint additional financial and administrative support to effectively manage the flow of money in these eight small contracts and manage issues of contract compliance in relation to monitoring and evaluation. Networking and good practice dissemination will be managed by the Development Officer employed to deal with the

Specific Short Term Projects. This officer will also deal with the implementation of the Race Equality Framework and Rural Proofing of the Network Capacity Building Scheme. There will be support for applicants built in to the commissioning process as well as the management support provided by the Regional Forum through the delivery. Networks that receive funding will also be encouraged to network with other recipients.

Consultancy support may be by external individuals with an expertise or, networks may prefer to commission work from a VCS organisation with a specialism or experience of a particular area of work.

A number of risks are present, not least the tight timescales for allocating and spending the resources available. If the timescale becomes too short, the Regional Forum will not enter in to a contract with GOYH. This risk should be mitigated by the strength of VCS involvement in the design of the scheme and the ongoing discussions with GOYH as to the structure of the scheme. The risk of managing a large project which is delivered to recipient organisations largely by external consultants has been minimised by the requirement of each network to develop a work programme and series of individual consultancy briefs that they have ownership of. The Regional Forum's role in management maintains easy financial transparency and reduces the risk of the diluting effect caused by having a series of small scale actions as the Forum can encourage cross network efficiency gains in terms of transferring information, knowledge and experience.

#### 4.4.7 Commissioning Process and Management Inputs

Stage 1 – Promotion of the Scheme and identifying networks	8 Networks will be identified by a partnership comprising: GOYH, the Accountable Body, Regional BME Panel, 4 Sub Regional Consortia nominees led by an independent facilitator.	YH Regional Forum Trustee; Development Manager ChangeUp; development Officer ChangeUp
Stage 2 – Building up the commissions	The Accountable Body will provide support for lead agencies in each of the networks to develop the commissions.	YH Regional Forum Development Manager ChangeUp; development Officer ChangeUp or contracted in support agency
Stage 3 – Starting the work, identifying who will deliver individual pieces of work that make up the commission.	The Accountable Body, in partnership with the network lead agencies will initiate the pieces of work in the commission.	YH Regional Forum Development Officer ChangeUp & Finance/ Admin worker ChangeUp
Stage 4 – Managing the work - what is to be delivered; how is it to be delivered; what is the budget?	The Accountable Body will make payments on receipt of a) evidence of work undertaken and, b) invoices	YH Regional Forum Finance/ Admin worker ChangeUp
Stage 5 - How can these small pieces of work make a difference across the region?	Race Equality Framework and Rural Proofing & Monitoring; Evaluation and Compliance; Cross network information and experience sharing	YH Regional Forum Development Manager ChangeUp; Development Officer ChangeUp & Finance/ Admin worker ChangeUp
Stage 6 – Drawing it all back together – how much more influence can the VCS bring to public agencies and the regional agenda?	Impact measurement, distance travelled, identification of next steps	YH Regional Forum Development Manager ChangeUp; Development Officer ChangeUp

#### 4.4.8 Measuring Impact

The impact of investments made through this fund will be measured by looking at the 'distance travelled' of recipients as opposed to hard outcomes. This means that networks will be expected to undertake a self assessment exercise at the outset and review not only their progress towards achieving their goals but also the appropriacy of those goals. The realistic situation is that networks will have undertaken some time limited work that will enable them to undertake "next steps" in the key areas identified above:

- More productive partnerships with the public sector in terms of service delivery
- Better able to bring their members (and their members clients') experience to bear on public agencies in terms of strategy and their regional agenda
- Exploration of the potential for joint working, for example through using the resource for equal shares funding or making a joint investment
- Developing the network in partnership with the public sector so that it will attract future resources

#### 4.4.9 Sustainability

The Network Capacity Building Scheme is a significant but time limited step up for networks and their members. The actions carried out under it are principally intended to be one-off pieces of work that will enable networks to be in a better position when future opportunities arise. In some cases the networks will be taking this opportunity to assess whether their membership can sustain a regional network and if so, is it effective?

Costs - Network Capacity Building Scheme		
Budget Head	Total Cost	Amount requested
<b>Revenue Costs</b>		
Grants to networks (8 @ < £20,000)	£160,000	£160,000
Consultancy support (< 10 days @ £400 per day, per network = £32,000)	£32,000	£32,000
<i>Total Revenue:</i>	<i>£192,000</i>	<i>£192,000</i>
<b>Admin / Management Costs</b>		
Insert admin/management costs: Finance Admin Officer (1 fte for 9 months) including all employment and management on-costs (full cost recovery)	£ 27,000	£27,000
<i>Total Admin/Management:</i>	<i>£27,000</i>	<i>£27,000</i>
<b>Capital Costs</b>		
Small Capital purchases £1,000 per network	£ 8,000	£ 8,000
<i>Total Capital:</i>	<i>£8,000</i>	<i>£8,000</i>
<b>Total Cost</b>	<b>£227,000</b>	<b>£227,000</b>

## 5. A Long Term Investment Plan to 2014

In addition to laying out proposed investments during 2005/06, one objective of this plan is to outline of how a longer term plan to 2014 could be developed in a way that is collaborative, open and transparent.

The longer term vision to be developed will therefore:

- Outline a vision for infrastructure services to 2014.
- Build on the priority themes and investments proposed in this document.
- Take account of evaluation of the efficacy of the priority themes and investments in this plan.

The process for developing this longer term plan will be to work through the 2014 Strategy Group, regional VCS groupings and the RIDP Development Group. This will harness the VCS perspective to the various regional opportunities that are there through new and existing government initiatives. By working through these three groupings the long-term strategy will enhance regional partners' ability to capitalise on the unique contribution that the VCS can make to the region.

These three groupings will enable the VCS in Yorkshire and the Humber, through the Regional Forum:

- To draw on the experience and needs defined by the projects in each of the four sub-regions
- To draw the lessons from the impact assessment/ evaluation of the Bold Short Term Initiatives and place them in a strategic context
- To set the work of the National Hubs in a regional context
- To identify opportunities for influencing mainstream government spending in the region using short term money such as ChangeUp
- To identify common ground with agencies and institutions in the region about how the VCS can help them maximise the effectiveness of mainstream government spending
- To identify infrastructure and network support needs outside of what can be managed under the 2005-2006 ChangeUp spend. This includes working through some long term VCS development issues such as
  - the provision of regional funding information and advice,
  - the needs of the sector in relation to skills provision and needs and the support required to enable the sector reach its potential as a provider of training and skills
  - the regional partnership needed to support organisations and statutory agencies in relation to capacity building.
  - building on existing research undertaken in the Region on the future of the VCS in the 21st Century
  - addressing the consequences of funding losses to the VCS with the loss of SRB and European Funding in the Region post 2006

The Forum will undertake this work through consultation, workshops and conferences with the help and support of the VCS.

## 6. Management Arrangements

The accountable body for delivery of this plan will be the Regional Forum.

### 6.1 Delivery arrangements

The Regional Forum has already appointed a Development Manager to complete the Regional Infrastructure Development Plan and oversee its implementation at a strategic level.

The Regional Forum will be the Accountable Body for the RIDP. This means that it will manage the overall package of work on behalf of Government Office through a series of sub-contracts with organisations for both the Network Capacity Building Grants and the Bold Short Term Initiatives. Part-time finance/ administrative support for the Network Capacity Building Programme has been built into that Programme's costs. In addition a full time Development Officer will be employed by the Regional Forum to:

- contract manage the Bold Short Term Investments and the Network Capacity Building Scheme
- ensure compliance and implement a quality monitoring and impact evaluation process across both sets of projects, particularly in respect of the Race Equality Framework and Rural Proofing,
- share and disseminate best practice.

### 6.2 Monitoring and Evaluation

We have not yet been informed about any specific reporting required by Government Office Yorkshire and the Humber, but will ensure that monitoring systems relating to the performance of the programme of work are developed and implemented to provide whatever information is requested. Networks and organisations will be supported by the Regional Forum in order to provide the appropriate and timely information required.

The Regional Forum will maintain a monitoring and evaluation regime for each piece of work through its subcontracts and commissions. This will be in line with the Forum's usual contracting process.

The overall effectiveness of work undertaken through the RIDP will be fed into the 2014 Strategy.

### 6.3 Risk Assessment

Network Capacity Building Scheme

Potential Risks	Activities built into this plan to address potential risks
Insufficient applications	<ul style="list-style-type: none"> <li>• Publicity lessons from BME pilot engagement fund included in this plan in relation to marketing of the Programme.</li> <li>• Administration costs include marketing and publicity costs.</li> </ul>

	<ul style="list-style-type: none"> <li>• Use of Forum's knowledge of networks and support available to match up appropriately.</li> <li>• Support and assistance with making applications.</li> </ul>
Networks awarded funds unable to deliver within timescale	<ul style="list-style-type: none"> <li>• Each commission to be clearly defined.</li> <li>• Help and support to be provided to recipients.</li> <li>• Networking between recipients to be encouraged.</li> </ul>
Too many applications	<ul style="list-style-type: none"> <li>• Networks can be encouraged to work together</li> <li>• Independent panel established to ensure appropriate and impartial decisions.</li> </ul>

### ***Specific Short Term Projects:***

<b>Potential Risks</b>	<b>Activities built into the project to address potential risks</b>
<p>Each individual project has assessed its own risk – see the application forms. The appraisal process has highlighted areas to individual applicants where it thought further consideration of risk was necessary. Key areas of risk are in appointment and recruitment of staff or consultants; timescales and engagement or “buy-in”.</p>	

### ***Regional Forum Management and Administration Risks***

<b>Potential Risks</b>	<b>Activities built into this plan to address potential risks</b>
Failure to appoint staff	<ul style="list-style-type: none"> <li>• Advertise widely through the networks for secondment as well as employment opportunities</li> <li>• Use agency staff if appropriate</li> <li>• Devise a workplan that could be undertaken as a series of consultancy contracts if necessary</li> </ul>
Project(s) or elements of project(s) late or unsuccessful	<ul style="list-style-type: none"> <li>• It is almost inevitable that this will be an issue, given the scale, diversity and challenges of the programme. We will monitor closely and identify problems early, so they can be resolved if possible. This is high risk but if managed well, low impact. We believe it is acceptable for a minority of projects to fail, given the innovative nature of ChangeUp, but we will still seek to learn from any mistakes</li> </ul>
Insufficient operational support	<ul style="list-style-type: none"> <li>• The Forum has developed systems and processes to ensure that it can successfully deliver on contracts of this nature</li> </ul>

## 7 APPENDICES

### APPENDIX 1

#### Organisations who took part in consultation / meetings to develop the RIDP

(\* invited but unable to attend events.)

<b>Name</b>	<b>Organisation</b>
Alison Haskins	The Scarman Trust
Brenda Sims	Humber Learning Consortium
Dave Forrest	Volunteering England
*Dianne Leyland	NACVS
Dominic McClean	LGBT Network
Graham Brownlee	Churches Regional Commission
*Henry Woods	St Williams Foundation
Hugh Rolo	Development Trusts Association
Jill Jones	WYCAS
Julie Betteridge	South Yorks Open Forum
Kate Adams	Regional Ageing Panel (Age Concern)
*Katherine Blaker	The Refugee Council
Lisa Schrevel	BASSAC
Mark Crowe	Regional Forum
Martin Houghton-Brown	Y&H Regional Forum
Neil Berry	Development Trusts Association
Neil Bennett	Government Office Yorkshire and Humber
Neil Irving	NYFVO
Nigel Penn	Pay and Employment Rights Service
Peg Alexander	Smile Consultancy (Facilitator / Development Work)
Peter Singh	BME Network
*Robyn Holmes	North Yorkshire Learning Consortium
Tony Herrmann	Community Work Training Company
Dave Millar	Pay and Employment Rights Service
*Peter Allinson	NCVCCO
*Carol Burns	Women's Health Matters
*Mary Cornwell	HWRCC
*Clive Martin	CLINKS
*Judith Oliver	Disability Action Network (Yorkshire)
Heather Stephenson	The Charities Information Bureau / WYLDA
*Caroline Stockwell	YRCC
*Nick Triplow	Housing Enabling Officer
Nick Warren	Voluntary Action Sheffield
*Mel Welsh	Federation for Yorkshire Sport
Brenda Simm	Humber Learning Consortium / FOLDA
Jane Leathley	South Yorkshire Funding Advice Bureau
Mark Powell	IMBY

## APPENDIX 2

### Projects included in the four Sub-regional Plans

#### Humber

1. Establish a sub-regional consortium
2. Establish an ICT platform common to all infrastructure agencies. This will
  - Help with funding ICT
  - Provide a common entry ICT platform
  - Help groups to design communication strategies in relation to ICT
  - Investigate the potential for an ICT Support social enterprise
3. Develop a sub-regional support framework for performance improvement to:
  - Improve standards of management
  - Improve standard of operational staff
  - Enable organisations to improve systems so allowing them to access mainstream funding or to participate in contracting.
4. Provide community accountancy – one to one support, accountancy services and training through:
  - Community accountancy services
  - Developing the Treasurers Network
  - Coordination and marketing for Humber CAS
5. Develop a sub-regional BME infrastructure organisation by further developing HANA (Hull All Nations Alliance)

#### North Yorkshire

1. Develop a project team to lead the sub-regional consortium and to implement the investment plan.
2. Develop a common database and e-forum to be used by all infrastructure organisations.
3. Ongoing customer needs research – an annual questionnaire with analysis software.
4. Develop a community house with offices/space for voluntary/community organisations in Ripon.
5. Complete development of the Priory Street Centre in York to house more organisations.
6. Develop a community house offices/space for voluntary/community organisations in Selby.

7. Make the community house for voluntary/community organisations in Northallerton accessible for people with disabilities.
8. Develop a Community Resource Centre in Rydale.
9. ICT Support Worker post to provide consultancy support on existing and future ICT needs, plan changes and ICT development, help with budgeting and contracting with ICT suppliers.
10. Funding Advice Network to cover:
  - Information
  - Face to face support
  - Training for funding and other group development/2nd tier advisors
  - Specialist funding advice – eg. European, SRIP etc.
11. Provision of employment advice.
12. Sustainable multi-use rural community facilities project – research to identify infrastructure needs of community halls in sparsely populated areas so they can become sustainable, including providing front door facilities for infrastructure organisations.
13. Volunteering Infrastructure Modernisation – reviewing the volunteering infrastructure in the sub region to work towards there being one volunteer infrastructure agency in each district.
14. Hambleton District Infrastructure Agency Modernisation – review the most appropriate model for delivery of voluntary and community sector support in the Hambleton district.
15. Rydale and Scarborough Single Voice – support for an already signed agreement between three local infrastructure agencies to work together and provide joint services.
16. Harrogate and Ripon Infrastructure Modernisation – continue to develop joint working between two infrastructure agencies in the Harrogate District.

## South Yorkshire

1. Future VCS infrastructure needs in South Yorkshire – to produce a long term infrastructure development plan linked to forward review for the VCS in each district and for sub-region
2. Mainstream Curriculum Development – to develop public procurement routes for the voluntary and community sector in education and learning service delivery
3. Access to Procurement Opportunities - to link VCS organisations into the wide range of emerging opportunities for accessing procurement contracts from public and private sector bodies.

- VCS organisations supported to prepare themselves for effective engagement in public sector contracts
  - Public sector bodies become more VCS friendly in their contracting practice
  - VCS organisations prepare sustainability/ income generation action plans
4. Doncaster Ethnic Minority Regeneration Partnership – to develop a Learning For All Centre to further develop DEMRP as a BME infrastructure hub for the BME VCS organisations & the community of interest it supports.
  5. Resource centre for Frontline BME Organisations in Rotherham
  6. New office space, training, conference & meeting rooms and shared facilities in Sheffield via Voluntary Action Sheffield.
  7. South Yorks BME engagement & participation strategy – to facilitate South Yorks level co-ordination between BME groups and develop/exchange best practice within and between the borough level structures and LSPs as they tackle issues relevant to the BME communities.
  8. Black Community Forum Infrastructure hub - to assist in the development of a BME Infrastructure Hub for all grassroots BME groups in Sheffield.
  9. BME Infrastructure Support & Development – to connect with and respond to local, sub-regional, regional and national structures (e.g. L.A., Creative Link South Yorkshire, Regional Forum and Social Enterprise Coalition), and building opportunities for local BME groups to develop their capacity to engage with such structures.
  10. BME Infrastructure Support & Development – support to BBEMI in Barnsley.
  11. Rural Community Development Officer – to work with rural communities throughout South Yorkshire to build community capacity and encourage community activity and involvement.
  12. Legal and HR Service – a South Yorkshire wide legal and HR in response to the growing need for specialist technical support for voluntary and community organisations.
  13. Outreach and Development - to develop and strengthen the links with women's groups and organisations.
  14. Together for Regeneration - support for the development of the infrastructure of:
    - Community partnerships and implementation of action plans, including project development;
    - Church Projects - project development support for church projects;
  15. Developing IT based Funding Information – to provide quality, accurate and up to date information on relevant sources of funding and finance.

16. South Yorkshire Infrastructure Quality Project – to provide one to one support to frontline organisations in understanding and using appropriate quality assurance systems.
17. VCS Workforce Development Hub - to achieve better planning & coordination of WfD infrastructure and provision to the VCS and lead the implementation of the Workforce Development Action Plan across South Yorkshire.

## West Yorkshire

1. Black and Ethnic Minority Support – to identify local BME voluntary and community sector support needs in more detail, in particular gaps not adequately met by current generic and specialist services.
2. Rural infrastructure
  - Develop the rural element of the action plan.
  - Identify technical support and development needs
  - Create networks; provide training, information and technical support etc through a community development approach; link rural voluntary and community sector to district and sub-regional strategies and networks.
  - Develop direct support to the rural voluntary sector network in West Yorkshire
3. ICT support – to develop increased ICT skills in order to increase efficiency and these organisations.
4. Volunteering - diversifying the support available for volunteers and organisations wishing to use volunteers – by geography and specific needs.
5. Sub-regional development, Volsec Marketing and promotion – support infrastructure consortia:
  - 5 district wide infrastructure consortia.
  - support the co-ordination of voluntary and community sector infrastructure at sub-regional level, with links to district and regional infrastructure, and a range of specialist and generalist services.
  - develop a communications strategy for the infrastructure consortia and marketing for their activities.
6. Funding sustainability and Funding advice
  - Strategic sub-regional collaboration to provide support to the community and voluntary sectors engaged in diversifying income, commissioning, procurement, income generation activity and planning for sustainability.
  - District based development of existing funding advice services and the embedding of good practice in funding advice.
7. Human resources support – local development of HR support and employment (law) advice service, embedding good practice in employment policies and procedures.
8. Sector Skills Development
  - Production of a sector skills strategy and guidance for the investment of skills delivery funding in each district of the sub-region.

- Provide support to third sector organisations seeking to establish and implement quality standards.
9. Community development - to strengthen the provision of community development support, learning and resources to the community sector, particularly new and emerging front line organisations.
  10. Community accountancy - to develop accounting and financial management support and services for frontline organisations in collaboration with district providers.
  11. Premises development - Support frontline organisations to obtain and maintain suitable physical bases to operate current and develop new services.

## APPENDIX 3

### Extract from “A Regional Strategic Engagement Study carried out on behalf of Yorkshire and the Humber Regional Forum by COGS Community Development Consultancy February 2004”

#### 4. Emerging patterns, needs and conclusions

Although this has been a very limited and small-scale study there are a number of common themes and issues that were highlighted in the discussions with existing networks. These include:

The complexity of current developments, both in relation to strategic decision making structures and to voluntary and community sector networks and how they are supported. There is a need to raise the awareness and understanding both of the regionalisation agenda by the vol/com sector and of the vol/com sector by those driving the regional agenda and other sectors.

The fragility of existing networks at a sub-regional, regional level and gaps where little or no networking yet happens at this level e.g. disability. Existing support and resources, if any, are just enough to keep networks going. They often lack the resources needed to move from information sharing, support and reactive approaches to consultation exercises to a more proactive thought out and implemented strategy to effectively engage in complex regional agendas. It is important not underestimate resource requirements if networks are to operate effectively at this level and dedicated development time is required. There is also a need by some networks for very small amounts of seed funding to cover basic costs such as venues, travel costs, and costs incurred by members when attending events on behalf of network.

There are sometimes issues around representation both in being clear about who networks do represent and whether they can speak with ‘one voice’. While networks, by their very nature, bring together individuals and organisations who have some common ground they often also involve a diverse membership in terms size, role and perspective. In terms of facilitating vol/com sector engagement at a sub-regional and regional level networks provide a key mechanism for enhancing communication, capacity building and inclusivity and sometimes the appropriate structure for direct representation.

In the same way that Community Empowerment Networks provide a network of networks at the local level there may be a need to bring together sub-regional and regional networks around common agendas. Such activity should only be considered where there is a clear purpose and objectives.

There is a need for more consideration and resources to be given by key regional, sub-regional agencies and partnerships themselves about changes they need to make to enhance Vol/Com sector engagement. The Active Partners Unit based at the Regional Forum is already doing much work in this area which could be further ‘rolled out’ e.g. to work with LSPs and sub-regional partnerships.

There is a need to support, and provide opportunities for networking for those who themselves have a role in supporting network development. There is also a need to share

knowledge and good practice between networks related both to policy and strategy analysis and models for effective network development.

In many ways this study raises more questions than it answers. In six days it has been possible to just draw together a few examples of voluntary and community sector networking activities and to highlight just some of the issues in relation to network development and engagement in regionalisation agendas.

The regionalisation agenda aims to bring strategic decision making closer to the point of delivery and to be more involving of the stakeholders in that strategy. However paradoxically, certainly in its early days, the experience can be the opposite. The voluntary and community sector which is recognised as a 'key player' is itself a very diverse and often fragmented sector. Networking provides a key mechanism for the sector to come together in order to make sense of and engage in this new way of working.

All the networks included in this study are clearly valued by their members as forums that help them to engage with regionalisation agendas through information sharing, discussion, collaboration and collective influence. For their part the key regional agencies are committed to enabling the voluntary and community sector to be a key player in the development and delivery of strategy at a regional, sub-regional and local level in relation to their own individual remits and to directly supporting networking when it is clearly contributing to this objective. However there is already substantial investment in the sector and a number of funding streams are due to expire in 2006. This fact does not itself challenge the need for additional resources to enable vol/com sector engagement in the regional agenda but it may need to be taken into account in considering how these resources can best be secured.

While this study provides some evidence of the individual needs of a sample range of networks there has not been time to fully develop ideas about how further resources and support for these networks would fit into an overall strategy for enhancing vol/com sector engagement in regionalisation agendas. This seems to be a crucial next step both in relation to both using existing resources more effectively and securing any substantial additional resources. The West Midlands Regional Engagement Strategy provides a very useful model and approach which is recommended in the recent Urban Forum report 'Out of SRB – Into the Pot'.

## **6. Draft Final Report – round table discussion**

Following production of a Draft Final Report there was a round table discussion with some members of the VCS networks and some regional agencies held on 22nd January 2004. These are the key points which arose.

1. Any Regional Engagement Fund staff working on supporting new and emerging networks would need to have clear and sharp remit to prevent their work being dissipated too widely.
2. Helping communities and ground level organisations engage in the regional agenda does need mediating mechanisms and this might be where the Regional Engagement Fund, using community development mechanisms, would be useful.

3. For particular networks, sometimes, local networking is most successful and this needs to be linked also to regional action because this is the level where policy is determined.
4. New networks often need well researched policy analysis because they have not got the resources to do this for themselves and the Forum could be key to meet this need.
5. It is important to go with the grain of need – where people are keen to network this is where support should be given.
6. There are a range of emerging networks for example social enterprise and learning networks at the sub-regional level and linking into these will be important.
7. The agencies often need means of consultation with voluntary and community sector but there is a real gap in understanding about regional issues in the voluntary and community sector and identification with the region – the Regional Engagement Fund might help to promote understanding of regional issues.
8. Linking “here and now” issues at community level with regional strategies is difficult but important.

### **Some suggested actions**

1. A listing of all the existing networks would be useful to avoid duplication and inappropriate contacting.
2. The Forum’s work on the Regional Spatial Strategy could be used as a case study for regional engagement.
3. An emphasis on policy work rather than very broad based development work could be most useful to emerging networks.
4. Connecting up different networks to provide a holistic response to regional issues is important too.
5. Work on regional engagement needs to link into other strategies like that on Infrastructure.

Judy Robinson  
12 February 2004

## APPENDIX 4

### Extract from an evaluation report on the Regional Forum's BME Engagement Fund by Smile Consultancy.

#### 4.2 Findings - Impact of the Fund

##### 4.2.1 Impact on Recipient Groups

- 4.2.1.1 There is no doubt that this pilot fund has had a considerable impact on all its recipients, not least that all the groups were clear that they would not have been able to undertake the activity without the fund and therefore they would not have been able to provide this service to their members/service users. The impact on groups can be argued to give excellent value for money given the small amounts of money involved.
- 4.2.1.2 All recipients reported other beneficial impacts on their group; the level of impact varying depending upon the internal development position. In all cases, it appeared to the consultant that the group had gained some confidence from the management of the grant and delivery of the activity. Given the fact that the grants went to small unfunded/low level funded groups, this impact can be seen to be significant.
- 4.2.1.3 The grants also had an impact in terms of enabling groups to move forward with future plans and funding. One group reported that new funding had come to their group directly as a result of this funding; another group will be in a better position to think about its future options based on up to date and correct information. The other group commented that the information they had collated from the activity would greatly assist them in future planning and funding applications.

##### 4.2.2 Impact on Engagement in the Regional Agenda

- 4.2.2.1 It is clear that the pilot fund has had a large impact in terms of developing individual and group awareness of regional issues and in assisting previously unengaged groups to connect with the regional agenda. At a very basic level, prior to activity it was reported that the level of awareness or knowledge was extremely low but this had increased. In addition, two of the organisations had had no previous contact with the Regional Forum. All organisations that took part had been able to show a distance travelled within themselves or their members/users with respect to regional issues. Even in the case of the Pakistan Community Neighbourhood Association which had not finished its website at the time of evaluation, there had been movement internally within the organisation.
- 4.2.2.2 The fund in itself, however, did not mean this journey is complete, with recipient groups acknowledging that there is still some way to go in developing knowledge on regional issues. In addition, it was commented that recipients

would have liked to be able to apply for additional funding to take the work they had started further.

- 4.2.2.3 The fact that the locally based groups did not view regional issues on their own to be a 'sexy' draw and were very specific about this in their feedback is an important finding. Both organisations were very clear that it is only through linking regional issues to other issues of more direct importance and relevance to members or service users will you be able to bring them in on the regional agenda. This highlights how the channel of using local community based organisations to address regional issues is the most likely to succeed.

#### **4.2.3 Regional Forum, Regional Agencies and other Public Bodies**

- 4.2.3.1 The input of the Regional Forum (and also other regional agencies) in assisting recipient groups to have up to date and correct information on regional issues was essential to the success of the activities with this grant. One group commented that knowing they could call on the Regional Forum for this input right from the start was incredibly 'reassuring'; another group commented that they would not have been able to find the information on regional issues themselves.
- 4.2.3.2 Another key finding is that by working in partnership with local groups, regional bodies are able to make important grass roots linkages. For example:
- The Regional Forum was able to make new contacts with local voluntary and community groups.
  - Regional agencies like Government Office, Yorkshire Forward etc. were able to talk directly with local groups with whom they may not normally have contact.
  - Local agencies, such as a Primary Care Trust, were able get their services/message directly to a specific community.
- 4.2.3.3 Other funding programmes do not specifically or normally support this type of activity. As small groups need funding or financial incentive to undertake such work, a regional fund which can be used for work at a local level enables this to happen.
- 4.2.3.4 Regional organisations are not in a position to undertake this local level work directly themselves.
- 4.2.3.5 Recipients commented that they would like the relationship built with the Regional Forum to continue.

#### **4.2.4 Other Communities of Interest**

- 4.2.4.1 All recipients were asked whether they felt if such a fund was to continue it should be extended out to other disadvantaged groups within society. All felt this would be a good idea.

4.2.4.2 However one group commented that obviously their concern was for BME groups and any roll-out to other communities of interest should not be at the expense of BME communities.

1.2.4.3 Another group considered that many issues – for example disability – affect many communities and they wondered about how, if a similar fund was rolled out, links between communities could be made.

**Appendix 5 Network Capacity Building Programme: Information and Application Document.**

GOVERNMENT OFFICE  
FOR YORKSHIRE AND THE HUMBER



# ChangeUp: Regional Infrastructure Development Plan

## Network Capacity Building Scheme Proposal Form

This form should be completed by organisations that wish to put forward proposals for Network Capacity Building Scheme support as part of the Regional Infrastructure Development Plan.

The closing date for receipt of proposals is 7 November 2005.

Applications should be submitted to Mark Crowe, Development Manager, Change Up.

We would prefer to receive applications by email – [mark.crowe@regionalforum.org.uk](mailto:mark.crowe@regionalforum.org.uk) or by fax: 0113 394 2301

If you would rather post your application, then send it to: Mark Crowe at Yorkshire and Humber Regional Forum, Suite D10, Joseph's Well, Hanover Walk, LEEDS LS3 1AB. Please ensure you leave enough time for it to reach us by the deadline.

If you have any queries about the application form or process please contact Mark Crowe at the Regional Forum.

## General Guidance Notes

### How to apply

Please fill in the Proposal Form and return to Mark Crowe at the Regional Forum by 7 November 2005.

There is no minimum or maximum grant but as a guide there will be around £25,000 for each of the 8 networks.

Please note that the Network Capacity Building Scheme is funded through money to be spent by 30 June 2006. This means that networks will have to be confident that they will be able to complete all activity by that date.

Applicants should be familiar with the context and objectives of the Network Capacity Building Programme from this document and from the Regional Infrastructure Development Plan for Change Up (available from the Regional Forum's website [www.regionalforum.org.uk](http://www.regionalforum.org.uk)). Projects will be selected by an Appraisal Panel for inclusion in the Network Capacity Building Scheme.

Networks will be commissioned on the basis of their potential to make a marked change in terms of their influence at a regional level (see for example the table showing a typical commissioned project). This could involve them overcoming one or more of the following barriers.

- Lack of resources
- Current exclusion from engagement
- Lack of opportunities to engage
- Need for awareness raising of the network's existence with regional partners
- The network maybe thinly spread over the region, or it may need to bring together agencies from a range of networks to strengthen either service delivery or engagement
- Intensive support to move a network to another level of engagement at a regional level

## ChangeUp

ChangeUp is a national policy framework to improve the effectiveness of voluntary sector infrastructure organisations. These are 2<sup>nd</sup> tier development organisations that support and advise 1<sup>st</sup> tier or frontline voluntary and community organisations that deliver services. ChangeUp was launched in June 2004, focusing on a ten year vision. Government earmarked £80m between 2003 and 2006, to kick start action towards achieving the vision

The Network Capacity Building Scheme is funded through money to be spent by 30 June 2006. This means that networks will have to be confident that they will be able to complete all activity by that date.

The aim is **not** that ChangeUp funds a range of core services in the long term, but that ChangeUp enables new ways of working and relationships that build more sustainable provision in the long-term.

In Yorkshire and the Humber the voluntary sector has organised into consortia at sub-regional level (South Yorkshire, West Yorkshire, Humber and North Yorkshire) to prepare infrastructure investment plans that describe the projects that meet the changing needs of frontline VCS organisations in each sub-region. In addition the VCS in the region (through the Regional Forum) have drawn up a Regional Infrastructure Development Plan.

## The Regional Infrastructure Development Plan

The Yorkshire and Humber Regional Infrastructure Development Plan sets out a number of activities to be undertaken at a regional level to meet the aims of ChangeUp. The plan and its investment proposals:

- recognise that there are a number of issues which are regional in nature, for example where decisions on these issues or policies are or can be made by regional bodies or in regional strategies. Key areas include planning, health, environment, transport, economic development and housing.
- recognise the impact that regional activity and organisation has on developing the potential for delivery of public services by front-line organisations.
- acknowledge that the primary focus for delivery of services to individual organisations are the four Sub Regional Infrastructure Investment Plans for the Humber, North Yorkshire, South Yorkshire and West Yorkshire but that carefully targeted regional activity will support the development of the sector
- will build upon, and add value to the proposed activities taking place at a district and sub regional level and national levels.
- will not seek to replicate activities planned at a district or sub regional level.
- acknowledge that all activities will be provided by voluntary and community sector providers wherever practicably possible.

These strategic aims will be achieved through four priority investment themes:

1. Enabling improved *advocacy and engagement* at a regional level
2. Better *communications*
3. Enabling coordination, *networking and collaboration* of those providing infrastructure services at a regional, sub regional and/or district level
4. Improving and increasing knowledge and access to information through *research and improved knowledge transfer*.

The **Network Capacity Building Scheme** sits under the theme of advocacy and engagement.

### **The Advocacy and Engagement Theme**

Regional issues are diverse, but can include those where decisions or policies are, or can be, made by regional bodies or in regional strategies. Key areas include planning, health, environment, transport, economic development and housing. Many front-line organisations may not realise that decisions made at a regional level may impact on their organisation, or may impact on decisions taken at a local level which in turn affect themselves.

Increasing awareness will assist front-line organisations in their planning, governance and ability to fit strategically into regional and regionally influenced local developments. Sitting alongside this is a need to enable front line organisations and networks to be able to advocate their issues and needs to regional policy makers. This theme therefore enables initiatives which support both this awareness and ability to input.

The outcomes of investment in this theme will be:

3. More front-line and local agencies able to understand regional impacts on their activities
4. Increased engagement in regional activities and advocacy by local and front-line organisations through networks.

Activity under this theme will include:

- Assisting individual voluntary and community organisations through networks to develop their understanding of, and engagement in regional issues and activities, leading to an increased involvement in regional advocacy.
- Maintaining and developing systems to ensure sector advocacy with regional bodies and agencies – for example the Regional Assembly, Regional Development Agency.
- Providing funding to cover participation costs.
- Ensuring that regional networks of organisations established for/managed by communities of interest exist and are supported.
- Enabling networking between networks.
- Establishing regional policy advocates and initiatives on specific subject areas.
- Advocacy work which does not address specific regional issues, but where added value and input can be gained by bringing together common concerns from throughout the region and advocating on a regional-wide basis.
- Provision for salary 'back-fill' to enable employees to allocate time to activity under this theme.

### **The Network Capacity Building Scheme**

The Network Capacity Building Scheme will support 8 individual networks under the theme of advocacy and engagement to an estimated total of £25,000 each. It will aim to support new, emerging or struggling networks so that they can engage better with the regional agenda and to develop advocates or representatives to participate in regional and other structures. It is envisaged that networks will come forward representing thematic interests such as:

- Mental health
- LGBT
- Women's groups
- Refugees and Asylum Seekers
- Family issues
- Learning Disabilities
- Housing
- Training and Skills
- Community Development
- Travellers

This is not a restrictive or exhaustive list. Each of the 8 networks will be commissioned by the Accountable Body (i.e. the Regional Forum) as an individual project contract with its own budget, outputs and monitoring requirements. In order to maintain transparency and the accountable body will run a process that provides for selection and management of the 8 networks and their projects. This will maintain a regional co-ordination role for measuring impact, monitoring and evaluation and knowledge transfer.

The scheme is intended to help networks and their member organisations to do two things. First, identify the appropriate level of development in the current and future policy context of their work. Second, the scheme will provide resources to help them move towards that level of development and in some cases explore some of the practical actions that the network aspires to. Core examples of what networks will be aiming to achieve include:

- More productive partnerships with the public sector in terms of service delivery
- Better able to bring their members (and their members clients') experience to bear on public agencies in terms of strategy and their regional agenda
- Exploration of the potential for joint working, for example through using the resource for equal shares funding or making a joint investment
- Developing the network in partnership with the public sector so that it will attract future resources

### Outline of the Scheme

The Network Capacity Building Scheme will allow each of the 8 individually commissioned networks a £25,000 project made up of:

- up to £20,000 expenditure on resources for each network/ network members
- plus a maximum of 10 days of consultant support for each network to undertake exploratory work and initial diagnostic work on their capacity to:
  - a) engage with regional agencies and institutions, and
  - b) to help organisations in the network build their capacity to work with each other on these issues
- and up to £1,000 for small items of capital expenditure.

This makes a package of up to £25,000 and would typically support a new or emerging network. It is anticipated that in many cases this will be spent on simple resources in terms of network members' staff time, consultancy expertise and backfilling posts. Other activity, by networks, that need resources will include the running of or, attendance at meetings and conferences.

More advanced networks may use up to £25,000 to pilot solutions already identified such as "virtual" networks using new ICT resources or, using the money as an equal shares investment with public agencies to test new ways of partnership working and exploring a joint approach to levering in more resources.

The outcomes would be strengthened advocacy and engagement networks for 8 communities of interest and networks. Each network will determine the relevant outcomes as part of the commissioned project. These could cover:

- Practical issues such as joint service delivery, back office functions or sustainability support.
- Diagnostic work and creating practical opportunities necessary for their engagement with regional and sub-regional planning processes.
- Direct support for network members to gain knowledge and skills to engage effectively with regional agencies and institutions
- Enable their participation in the work of the national hubs and sub-regional consortia, which will have the parallel outcome of engaging them in the larger work of the Bold Short Term Investments and the longer term development of the 2014 Strategy for VCS Infrastructure in the region further down the line.

Individual networks will identify reporting and monitoring requirements for their commissioned projects when the overall monitoring requirements are notified to the Accountable Body.

## Eligibility Criteria

The following criteria are relevant across all Change Up programmes – not all apply directly to the Network Capacity Building Scheme:

- Funded projects/ activity must be providing infrastructure/ second tier support and development services to frontline organisations, their workers and trustees (i.e. schemes for the provision of direct services to member of the public are not eligible). See section 2 of the Proposal Form.
- Applicants (see sections 1 and 5 of the Proposal Form) must be constituted bodies which are either charities, voluntary or community organisations, or social enterprises and therefore must:
  - Be clearly constituted for public or community benefit
  - Not be able to dispose of their assets for private gain
  - Have some non-executive (unpaid) members on their board/ management committee (i.e. unpaid for their role on the committee but could still be employees)
- Networks are encouraged to work in partnership but there must be one lead applicant and fundholder. See sections 1 and 5 of the Proposal Form
- The lead applicant must normally have been in existence for more than two years and have at least one full year's set of accounts or, in the case of start-up, must be able to demonstrate that key personnel involved have significant prior experience. See sections 1 and 5 of the Proposal Form

### Displacement of other funding

Funds cannot replace or displace funding or the responsibilities of other funders, particularly in regard to generic local infrastructure. Wherever possible the Network Capacity Building Scheme funding should have a multiplying effect – providing leverage for additional funding and resources in either the short or long term.

### Capital and Revenue Expenditure (See Section 3 of the Proposal Form)

Capital is expenditure that is an essential part of, and directly related to, acquiring an asset. The following types of spend count as capital:

- The purchase of buildings and set up costs. In addition, revenue-type costs that are an essential part of acquiring an asset – such as the fees of lawyers, architects and surveyors, and any taxes paid, can be included as part of the cost of acquiring the capital asset, and so count as capital. Development and feasibility work, project management and wind-up of existing leases would count as revenue.
- The purchase or refurbishment of an existing asset, commonly a building.
- New IT systems and upgrading existing IT. The installation of hardware and associated software (operating systems and applications), the initial purchase of licenses and the purchase of databases would all count as capital. Staff training and project management costs are revenue.

Training manuals and materials are not considered to be capital assets. Staff costs including employment on-costs, as well as the costs of training, all count as revenue expenditure.

Capital elements of grants can be used to support the following (see Section 3 of the Proposal Form):

- Co-location of infrastructure organisations including developing high profile hubs of infrastructure at all levels.
- Upgrade of premises and resources; particularly work resulting in more efficient and effective facilities for frontline organisations such as meeting rooms, training facilities, media and ICT resources.
- Modernising the delivery of services through upgrading ICT within infrastructure organisations and supporting infrastructure to put in place integrated information technology.

### **Commissioning Criteria – Guidance for the Panel**

The programme will invest in 8 networks which are identified by the panel as being able to do the following:

- Have a clear and practical work programme, clearly fulfilling the theme aims (Advocacy and Engagement) and which states what the outcomes of the activity will be and identifies any major risks.
- Can show how learning, information, experience or products financed by the fund will be useful / will impact after the end of this fund.
- Can demonstrate the impact of the proposal on the rural, BME, faith and other communities of interest in the voluntary and community sector.
- Can show how they will have used this investment to influence mainstream service delivery to the benefit of VCS organisations
- Develop relationships with public sector agencies that:
  1. Increase the potential for joint work and partnership
  2. Increase the likelihood of future resources being made available for VCS infrastructure
- Are willing and able to fulfil evaluation and monitoring requirements.
- Can be completed by 30 June 2006.

Recommendations on whether proposed outline programmes of work from networks will subsequently meet the requirements of a commission will be made by an officer of the Regional Forum and submitted for endorsement by the panel. The panel will be made up of:

- One representative from each of the four sub regional consortia.
- Government Office for Yorkshire and the Humber.
- A Regional Forum Trustee/ Senior Manager
- A representative of the BME Regional Panel.

The panel will be facilitated by an external, independent consultant, although secretarial support will be provided by the Regional Forum. The panel will develop clear conflict of interest guidelines for those taking part.

There will be support available to networks from the Regional Forum or other VCS organisation through the commissioning process and from the Forum (shown in the following tables) as well as the option of consultancy support through the delivery process. Networks that receive funding will also be encouraged to network with other recipients.

A typical commissioned network could include the following activities:

Phase	Examples of activity that might be undertaken	Outcome
Initial assessment	<ul style="list-style-type: none"> <li>• Mapping network membership</li> <li>• Assessment of capacity of membership to sustain the network</li> <li>• Mapping of opportunities for the network's involvement/ engagement in the public policy arena</li> <li>• Identifying the aspirations of the network</li> <li>• Implementing the Race Equality Framework and Rural Proofing and monitoring the involvement of faith communities/ organisations</li> </ul>	Getting a baseline
Network Strengthening activity – influencing strategy	<ul style="list-style-type: none"> <li>• Identify need for network members to act as advocates</li> <li>• Support/ training for network advocates</li> <li>• Briefing meetings</li> <li>• Creating feedback mechanisms for advocates (meetings or via ICT)</li> <li>• Develop a communications strategy</li> </ul>	Building the capacity of individuals to play a role in regional engagement and resourcing them
Joint Work with Public Agencies – delivering together	<ul style="list-style-type: none"> <li>• Joint policy briefings</li> <li>• Web portal/ website linking</li> <li>• Directory of network member services e.g. in relation to procurement issues</li> <li>• Joint event or research</li> <li>• Joint training</li> <li>• Backfill for work shadowing or short-term placements</li> </ul>	Testing the feasibility of working with statutory agencies
Drawing it all back together.	<ul style="list-style-type: none"> <li>• Cross network information and experience sharing</li> <li>• How much influence can this network VCS bring to public agencies and the regional agenda</li> <li>• Impact measurement, distance travelled, identification of next steps</li> </ul>	What are the next steps for this network, what can others learn?

## Timetable/ Process for the Network Capacity Building Scheme

Stage	Actions	Support from	Timescale
Stage 1 – Promotion of the Scheme and identifying networks	8 Networks will be identified by a partnership comprising: GOYH, the Accountable Body (YH Reg Forum), Regional BME Panel, 4 Sub Regional Consortia nominees led by an independent facilitator.	YH Regional Forum Trustee; Development Manager ChangeUp; development Officer ChangeUp	Deadline for completed proposal/ application forms 7 November 2005  Selection of networks w/c 7 November
Stage 2 – Building up the commissions	The Accountable Body will provide support for lead agencies in each of the networks to develop the commissions.	YH Regional Forum Development Manager ChangeUp; development Officer ChangeUp or contracted in support agency	w/c 28 November 2005
Stage 3 – Starting the work, identifying who will deliver individual pieces of work that make up the commission.	The Accountable Body, in partnership with the network lead agencies will initiate the pieces of work in the commission.	YH Regional Forum Development Officer ChangeUp & Finance/ Admin worker ChangeUp	December 2005
Stage 4 – Managing the work - what is to be delivered; how is it to be delivered; what is the budget?	The Accountable Body will make payments on receipt of a) evidence of work undertaken and, b) invoices	YH Regional Forum Finance/ Admin worker ChangeUp	December 2005 – June 2006
Stage 5 - How can these small pieces of work make a difference across the region?	Race Equality Framework and Rural Proofing & Monitoring; Evaluation and Compliance; Cross network information and experience sharing	YH Regional Forum Development Manager ChangeUp; Development Officer ChangeUp & Finance/ Admin worker ChangeUp	March 2005 – June 2006
Stage 6 – Drawing it all back together – how much more influence can the VCS bring to public agencies and the regional agenda?	Impact measurement, distance travelled, identification of next steps	YH Regional Forum Development Manager ChangeUp; Development Officer ChangeUp	May – June 2006

This form has been designed to be completed in MSWord. Please expand cells in the table as required. Please complete all questions or state N/A if you feel a question is not applicable. You should not complete any shaded cells.

<b>Section 1 – Network/ Lead organisation details</b>			
<b>Give the name of the network</b>			
<b>Name of applicant or lead organisation</b>			
<b>Organisation's Address (inc Postcode)</b>			
<b>Organisation's Telephone</b>			
<b>Organisation's email</b>			
<b>Your name</b>			
<b>Your address if different</b>			
<b>Your Telephone</b>		<b>Mobile</b>	
<b>Your email address</b>			
<b>Please identify the kinds of organisations in your network</b>			
<b>How many members there are in your network in North Yorkshire</b>			
<b>How many members there are in your network in Humber</b>			
<b>How many members there are in your network in South Yorkshire</b>			
<b>How many members there are in your network in West Yorkshire</b>			

Section 2		
<b><i>In this section please describe:</i></b>		
<ol style="list-style-type: none"> <li><b><i>1. What you want to achieve –</i></b></li> <li><b><i>2. Why you want to do it –</i></b></li> <li><b><i>3. What you want to do in order to achieve it –</i></b></li> <li><b><i>4. How you will show what you have done -</i></b></li> <li><b><i>5. How does it fit with the principles of ChangeUp</i></b></li> <li><b><i>6. What will you do after June 2006</i></b></li> </ol>		
<b><i>1. Please describe the network activity you wish to undertake:</i></b>		
Please state if you are using the grant to build the network how you intend to do that, OR if your network intends to use it in partnership with public sector agency describe the project you wish to embark on.		
Insert description here .....		
<b><i>2. How has the need for the activity/ project been identified?</i></b>		
Please refer to or attach copies of relevant research, user feedback etc.		
Describe need here.....		
<b><i>3a. Please list the outcome/s of the network activity/ project:</i></b>		
List outcomes here.....		
<b><i>3b. Please outline how the proposed project or activity extends the quantity or depth of existing work by your organisation or network:</i></b>		
Outline where your project adds to work already being undertaken or where it can lever in additional funding...		
<b><i>4. Detail the outputs of the activity/ project to achieve the outcomes identified above:</i></b>		
Output	Target	Evidence
Insert output description.....	Insert targets.....	Insert the kinds of evidence that will show what you did ,,
<b><i>5. Which of these will your network activity address (tick one or more as appropriate):</i></b>		
<ul style="list-style-type: none"> <li>• More productive partnerships with the public sector in terms of service delivery</li> </ul>		
<ul style="list-style-type: none"> <li>• Better able to bring their members (and their members clients’) experience to bear on public agencies in terms of strategy and their regional agenda</li> </ul>		
<ul style="list-style-type: none"> <li>• Exploration of the potential for joint working, for example through using the resource for equal shares funding or making a joint investment</li> </ul>		
<ul style="list-style-type: none"> <li>• Developing the network in partnership with the public sector so that it will attract future resources</li> </ul>		

**6. What will be the next steps for your network after this activity or project?**

Outline next steps here.....

Section 3 - Finance			
<i>Please use the grid below to itemise the cost of your proposal.</i> Please insert additional rows as required. See guidance note about capital and revenue expenditure.			
<b>Time period covered:</b>	<b>From</b>	Insert	<b>To</b> Insert
(Note: All project activity must be completed by 30 June 2006)			
<b>Budget Head</b>	<b>Total Cost</b>	<b>Amount requested</b>	<b>From other funders</b>
<b>Revenue Costs</b>			
Insert revenue budget heads here....	£	£	£
Insert revenue budget heads here....			
<i>Total Revenue:</i>	£	£	£
<b>Capital Costs – maximum £1,000</b>			
Insert capital budget heads here....	£	£	£
Insert capital budget heads here....	£	£	£
<i>Total Capital:</i>	£	£	£
<b>Totals Cost</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Please outline the human resources required for this work:</b>			
State if you need consultancy support or backfill of existing staff or both. The Regional Forum can help identify suitable consultants.			
Insert human resource needs here.....			

<b>Section 4 - Managing the activity</b>	
<b><i>All projects will need to be operational within a very short time. Please outline below when you will be able to start the project and how you will ensure it can be operational as quickly as possible.</i></b>	
Outline details of operational timescales and activities here....	
<b><i>Please outline your organisation's track record for management of short term projects. Include details of staff, project and financial management.</i></b>	
Outline your track record here.....	
<b><i>Please outline the risks associated with this proposal and the actions to be taken to minimise identified risks:</i></b> Please insert additional rows as required.	
<b>Potential Risks</b>	<b>Actions to minimise</b>
Insert risks here....	Insert actions here...
<b><i>Please outline any partnership arrangements. Include details relating to both project design and delivery and how you would use consultants etc</i></b>	
Outline partnership details here.....	
<b><i>Please outline what actions you will take to ensure access and inclusivity in the proposed project or activity:</i></b>	
<b>Identify the part played by BME, faith and rural organisations</b>	
Outline proposals relating to access and inclusion here.....	
<b><i>Please outline how your proposal will impact on BME, faith and rural communities and other communities of interest.</i></b>	
Outline impact here.....	

<b>Section 5 - Signatures</b>			
<b><i>I confirm that I am authorised to submit this proposal on behalf of the applicant organisation. If you are sending this form electronically we will contact you at a later date to sign this form. Please fill in all other boxes.</i></b>			
<b>Name</b>	Insert your name here...		
<b>Signature</b>		<b>Date</b>	Insert date...
<b> </b>			
If on behalf of a network or consortium, the application must also be signed by 2 additional members. If you are sending this form electronically we will contact you at a later date to sign this form. Please fill in all other boxes.			
<b>Name of member organisation</b>	Insert organisation name here....		
<b>Name of person signing</b>	Insert your name here....		
<b>Signature</b>		<b>Date</b>	Insert date...
<b> </b>			
<b>Name of member organisation</b>	Insert organisation name here....		
<b>Name of person signing</b>	Insert your name here....		
<b>Signature</b>		<b>Date</b>	Insert date...

**If you plan to submit the application form as an electronic file, please save the file as the name you have given the Network.**

## Appendix 6 Summary of Bold Short Term Investments

### Appendix 1: Bold Short Term Investment Projects

#### Applicant 1: Age Concern

"Future Years" Network Development

Priority Themes: Communication; Advocacy; Networking; Research

Activity: Develop the Future Years Network in terms of stakeholder involvement, reputation and capacity to act as the key reference point on ageing & demographic change within the region. Also to develop resources and to commission the development and roll out of an Age Proofing Toolkit.

Output	Target
Develop the stakeholders involved in Future Years	350 stakeholders on an active data base
Deliver mailings to the listed stakeholders	2 mailings (electronic & Postal )
5 per stakeholder registered (2000 approx)	
Develop resources pack	one pack per sub region
Website	one website
Information leaflet	
Presentation materials (power point, questionnaires, maps of the region, pop up banners etc...)	50 copies printed & on website
Develop Age proofing tool in print & electronic – hold briefing sessions	2 sessions per sub region
Total cost	£54,950
RIDP Contribution	£43,450

#### Applicant 2: Voluntary Action Calderdale

Regional Volunteering Infrastructure Project

Priority Themes: Communication; Advocacy; Networking; Research

Activity: Develop the Volunteer Centre Network in the region, develop accredited training resources and materials, development and roll-out of information management system

Output	Target
A) Develop the YAHBO network	20 full days of expert consultancy.
	4 training days for the YAHBO network.
	Branded full colour regional good practice volunteering case studies and merchandising materials for use at regional events.
	Development, production and distribution of a branded regional case study DVD promoting volunteering good practice .
B) Support to the Regional Volunteering Infrastructure Training Management System (TMS) ICT pilot project.	Develop new training and assessment packages as identified and pilot with staff and volunteers in 10 VIOs.
	Develop systems for setting up usernames, individual volunteer passwords, group identities and administration support for each VIO.
	Train 6 VIOs in monitoring the use of the TMS, giving feedback and support as appropriate
C) Set up the IT infrastructure to support the delivery of the project	Provide 10 laptop computers,4 Powerpoint projectors
Total cost	£88,669
RIDP Contribution	£88,269

**Applicant 3: Y and H Regional Forum**

Regional intelligence and research resource

Priority Themes: Networking and Research

Activity: create a web-based/ searchable archive of research pertaining to the VCS to assist with strategic planning and development as well as bid-writing, best practice sharing.

Output	Target
Architecture developed for data archive within Yorkshire Futures	Archive library operational
Existing data captured and added to archive	Data added to archive
Regional research resource launched	On-line archive launched
- to the Regional Forum's membership of over 300 VCS organisations	
- to universities and other centres of research	
- through the Regional Forum's newsletters, email networks and mailing lists (7 networks with over 300 people or organisations in each network and mailing list of over 600 organisations)	
Fund raising and sustainability plan implemented	Funds raised for 3 year continuation – possibly through subscription or as an enhanced form of Forum Membership. Admin costs to be found from Y and H Regional Forum resources.

Total cost      £74,500              RIDP Contribution      £52,500

**Applicant 4: Y and H Regional Forum**

Yorkshire and Humber Regional Voluntary Sector Hub – Scoping Project

Priority Themes: Networking and Communication

Activity: Identifying a site for a VCS Hub, building a development partnership to take forward a site survey and feasibility study as well as business plan and long term social enterprise sustainability plan.

Output	Target
Identify regional partners who will assist in the creation of a regional VCS cluster	Cluster partners identified
Undertake a feasibility study to progress a suitable building as asset base for the cluster	Feasibility study/ architectural appraisal published
Scope the financial support available	Business case prepared with finance options
Develop a business plan for an associated social enterprise providing conferencing and appropriate services within the 'Hub' and to the wider voluntary and community, faith and public sector.	Operational plan with social enterprise solution published

Total cost      £55,000              RIDP Contribution      £55,000

**Applicant 5: Community Alliance (DTA, Scarman Trust, bassac, Community Matters)**

Alliance for enterprising and Sustainable Communities

Priority Themes: Communication, Advocacy, Networking and Research

Activity: Supported regional roll-out of community management toolkits, meetings, exchange visits and conference to share best practice around community management and a regional Can-Do Exchange website.

Output	Target
Strategic reviews of community organisations using established DTA "Healthcheck" and Community Matters "Visible" quality standard as appropriate	20
Targeted work with clusters of community organisations (probably in Bradford, Leeds and North Yorkshire coastal communities) using established bassac "SWIM—shared without merging" and Scarman "Community Service Agreements" concepts.	3 with up to 6 local organisations in each cluster
Joint regional networking meetings building on established networks highlighting best practice and facilitating peer-to-peer networking of practitioners, trustees and volunteers.	3 + 1 targeted at larger orgs.
Knowledge and Skills exchange visits	8
Regional Can Do Exchange community established	1
"Routine" shared working relationships of Alliance partners well understood by other regional infrastructure agencies	1

Total cost      £136,000      RIDP Contribution      £92,500

**Applicant 6: Alzheimer's Society (Y and H)**

Promoting Inclusion and Partnership

Priority Themes: Networking

Activity: To carry out a mapping exercise on the level, and effectiveness of partnership work and services in the area of dementia care. The focus initially will be on the work carried out by the Alzheimer's Society which has 20 branches across the North Yorkshire, West Yorkshire, South Yorkshire and Humber area, and those partners such as PCTs who it delivers services for in the Yorkshire and Humber (Y &amp; H) area.

Output	Target
Research report-mapping service delivery and strategic development opportunities:	1
Pilot work undertaken with Alzheimers Society branches (exemplar of national agency working at a regional level)	6

Total cost      £34,500      RIDP Contribution      £34,500

**Applicant 7: WYCAS**

Collaborative Accounting in Yorkshire and Humber

Priority Theme: Networking

Activity: 1 The network aims to share information and good practice through a series of workshops. Some of the actions resulting from these workshops will be acted on within this project; some will need to go into the longer-term plan (see 2)

2 Work will also be undertaken on planning for Community Accounting Schemes (CAS's) across Yorkshire and Humber towards the 2014 vision of a modernised infrastructure for the VCS, and identifying if there are areas (and if so what areas), that can be more effectively done at a regional level in order for that vision to be fulfilled.

Output	Target
Facilitated / self-run workshops and resulting activity	4
Plan for Yorkshire and Humber CAS's (2006 to 2014) which identifies any regional issues	1.
Total cost      £19,950      RIDP Contribution      £19,950	

**Applicant 8: NCVCCO Children, Young People and Families Forum/ NCC**

Regional Children's Trust and Children's Centre Network Support for Voluntary and Community Organisations

Priority Themes: Networking

Activities: 1. Children's Services and Trusts network support:

NCC in partnership with NCVCCO Yorkshire and Humberside will support and build a regional support network for the voluntary sector representatives that are being invited to join children, young people and family boards (new children's services overseers) and Children's Trusts within Districts.

2. Regional Children's Centre roll-out support. Voluntary and community organisations within the region need to network and ensure they are a part of the rapidly emerging Children Centre roll-out currently taking place. At district level there is a rapid expansion of Children's Centres that voluntary and community organisations are not always fully engaged with, the network will offer support in clarifying current Government positions and helping to pinpoint priorities that voluntary organisations within the region should be focusing on.

Output	Target
1. To develop new staff job descriptions and identify a consultant prior to start date to allow immediate start on recruitment process and network contacts.	1. Month -1 to Mid M2
2. Advertise and recruit the Regional Coordinator and two office staff.	2. M1 to Mid M2
3. Using the 4 sub regional network hubs, contact and engage all regional districts.	3. M1 to M3 and ongoing
4. Engage with all districts in the region to start to build a strong and clear regional support network for voluntary sector representatives that link to the new children's services boards and future Children's Trusts.	4. M1 to M3 and ongoing
5. To develop and lead on lobbying work and information flow on the development of voluntary and community participation in shaping and building future children's services in the region. To set up a regional and district support and information network for local voluntary and community organisations to access	5. M4 to M8

6. Provide Children Centre regional network support and examples of good practice and other resources to local (in district) children, young people and family organisations that have identified a local Children's Centre that they wish to set up or offer services to.	6. M6 to M8
7. To provide and develop practical examples of success and good practice within the sector concerning Children's Trusts and Children's Centres. Identify and support Children's Trusts and Children's Centres where the sectors input are innovative.	7. M6 to M8
8. Prepare a new bid for March 2006 with the aim of completing a full team from March 06 with longer term funding.	8. M7 to M8

Total cost      £100,000      RIDP Contribution      £90,000

#### **Applicant 9: Youth Work Unit Y&H**

VYON Infrastructure Accelerator

Priority Themes: Communication, Advocacy and Networking

Output	Target
VYON Starter Pack	1
Self Assessment Toolkit	1

Total cost      £12,000      RIDP Contribution      £12,000