

# **York and North Yorkshire Voluntary and Community Sector Support – Single Strategic Plan**

## **Introduction**

This plan sets out the intention of the local support and development organisations in York and North Yorkshire to work collaboratively with each other and other partners to provide high quality support to the voluntary, community and social enterprise sector in the sub-region.

Previously co-ordinated as the York and North Yorkshire Infrastructure Consortium, from April 2011 we will work together formally as a Committee of the North Yorkshire and York Forum. The North Yorkshire and York Forum is the co-ordinating body for voluntary sector support and development organisations in the sub-region, and plays an important strategic role in the sector's relationships with statutory and other partners.

The infrastructure services that are collaborating through this plan are listed in Annex 1. This plan describes our shared vision, mission and values; the outcomes that we aim to achieve; the key activities to be undertaken by each partner; and the economies that we will achieve through effective co-ordinated working.

This plan relates only to voluntary and community sector infrastructure services. Volunteer Centre services are a part of the overall infrastructure plan and are also the subject of a separate but linked Volunteering Infrastructure Strategy. The participating organisations also provide a variety of direct services in their communities, which are outside the scope of this collaboration.

## What we do

Local support and development organisations exist to champion and strengthen local charities, voluntary organisations, community groups and social enterprises (collectively referred to as civil society organisations).

We:

- provide specialist expertise, information and support and develop the skills local people need to set up and run successful organisations and groups
- spread good practice, prevent duplication of effort and support joint working
- help groups find funding and make effective use of resources
- promote equality and diversity by fostering a wider understanding of the needs of disadvantaged and under-represented groups
- make sure policy makers understand the needs of local voluntary organisations, community groups and social enterprises
- help public bodies engage effectively with local voluntary organisations, community groups and social enterprises
- provide forums for local voluntary organisations, community groups and social enterprises to network and develop shared responses to local needs
- encourage more people to volunteer and get involved in voluntary and community action, and to set up new civil society organisations where these are needed
- co-ordinate responses to local, sub-regional and national policy and consultations

We also run Volunteer Centre services. These are the subject of a separate development strategy. The core activities undertaken by Volunteer Centres include:

- Brokerage – matching those interested in volunteering with suitable opportunities
- Marketing volunteering
- Good practice development – guidance and training for volunteer managers
- Developing new volunteering opportunities
- Policy response and campaigning
- Strategic development of volunteering

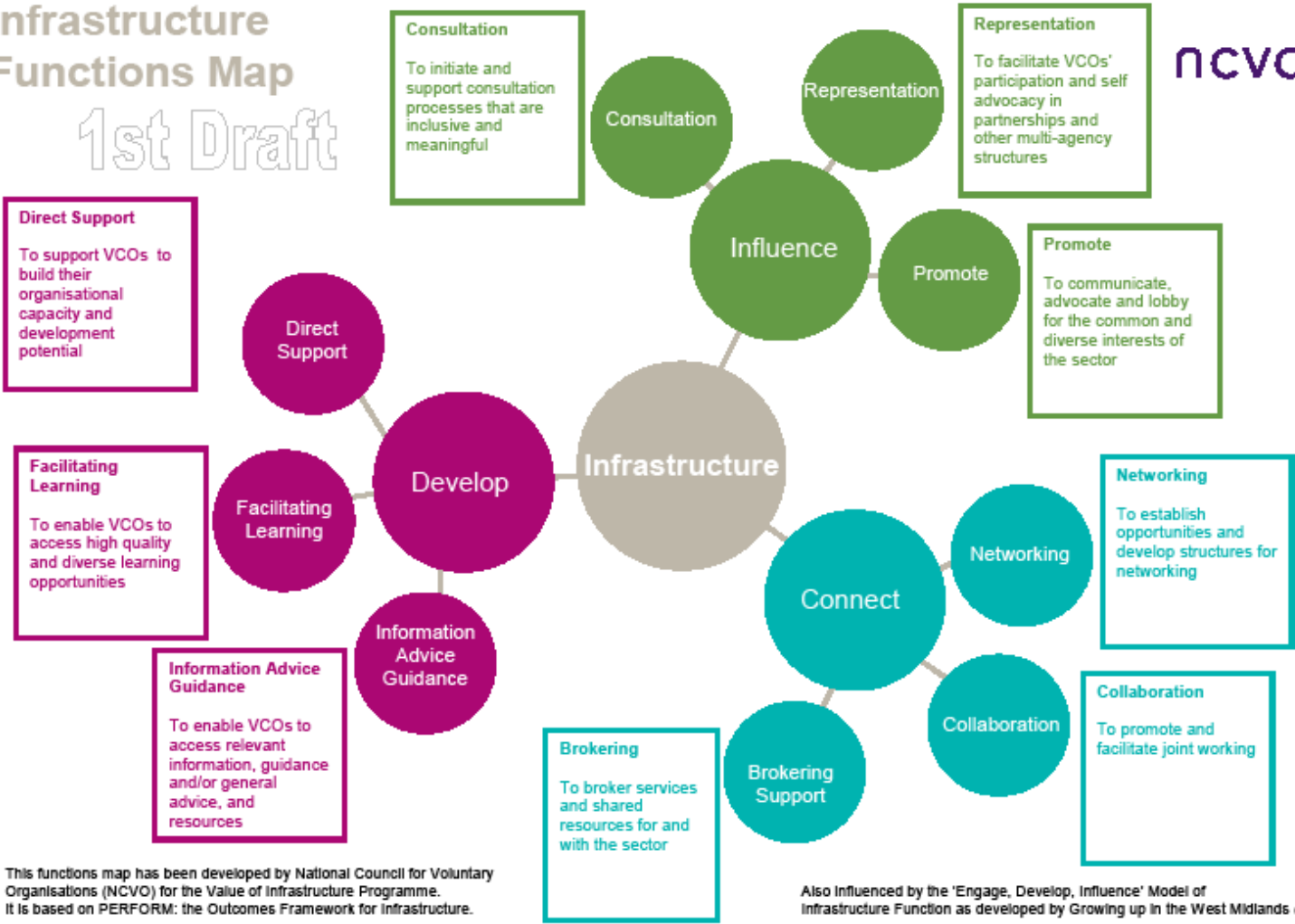
Each partner to this plan is an independent charity with its own unique history and role in its local community. This shared plan unites and builds on the strengths of each partner, whilst giving a new focus to achieving coherent and consistent support to voluntary and community organisations wherever they work in the sub-region.

We are uniquely placed to support the development of civil society in North Yorkshire and York. Local support and development organisations have our roots in local communities. We are membership bodies which are governed by our members - local voluntary and community organisations and social enterprises. We have a long history of community engagement and community development work, which has shaped the voluntary and community sector in our localities and provides a wealth of opportunities for individuals to contribute through volunteering. This experience, and our strong relationships with our local communities, means we are well placed to deliver the aspirations of the 'Big Society', and to support communities and organisations in taking on the challenges of public service delivery.

The NCVO Infrastructure Functions Map (below) summarises the functions of local support and development organisations.

# Infrastructure Functions Map

1st Draft



## **Needs of voluntary organisations, community groups and social enterprises in York and North Yorkshire**

Over recent years a significant amount of research and consultation has been carried out into the concerns, interests and support needs of the sector in this sub-region. This has consistently identified the following priorities for support and development:

- Funding Advice
- Volunteer recruitment and management
- Opportunities to develop relationships with and influence public and private sector organisations
- Marketing and promotion

Local support and development organisations have responded to this by developing a range of new services, making effective use of resources made available through the CapacityBuilders and Big Lottery BASIS funding programmes. These have primarily been developed as partnership projects, with one organisation drawing down funding to enable improved services to be delivered across the sub-region. These have included:

- Funding Advice Network
- Community Accountancy Network North Yorkshire
- Rural Voice
- Volunteering Strategy and Volunteer Management Training projects
- Employment Advice Service
- Improved community buildings

These initiatives have resulted in significant improvements in the level of support available to voluntary and community organisations and social enterprises, particularly in the key specialisms of funding advice, support with financial management, and volunteer management. However this growth in provision has happened alongside further increases in demand.

The past two years have seen particular challenges for the sector, with many funding streams shrinking through the recession. Public sector funding cuts are about to deliver further blows to traditional models of funding voluntary, community and social enterprise activity. At the same time, Government is setting out a series of potential opportunities for the sector through its proposals for a stronger civil society and an increased role for the sector in empowering communities, opening up public service and promoting social action.

In order to take advantage of these opportunities, organisations and individuals will need to develop a new set of skills and approaches.

- Individuals wishing to take action in local communities will need support in planning, managing and delivering their initiatives. They will continue to need information and guidance to find rewarding, high quality volunteering opportunities in their local areas.
- Community groups wishing to take over community assets or develop new services will need expert guidance to bring their ideas to fruition.
- Voluntary organisations and social enterprises wanting to provide public services will need to develop new skills in performance management, tendering, and collaborative working (recognised in the 'Securing the Future' consultation)
- All will need opportunities to connect with other elements of civil society, through networks and partnership working, in order to achieve the best outcomes with the most effective use of resources, and to help voice the needs and concerns of disadvantaged individuals and communities.

Local support and development organisations have a crucial role to play in supporting and enabling local organisations to succeed, in the context of substantial reductions in public expenditure in 2011/12 alongside increasing demand for voluntary sector services as public bodies reduce their own provision of services to communities.

## Vision

Our vision is of vibrant and caring communities throughout York and North Yorkshire where:

- people are able to fulfil their potential through voluntary and community action;
- communities are able to tackle deprivation and disadvantage through working together to provide a range of social, recreational and support services according to local needs
- voluntary and community organisations are achieving their full potential in meeting the needs and aspirations of all the diverse communities they serve;
- the voluntary and community sector is playing a robust role in shaping local, sub-regional and national services; and
- the voluntary and community sector provides a primary mechanism for engagement with ‘need to reach’ groups and individuals

## Mission

The North Yorkshire and York local support and development organisations’ mission is to ensure that sustainable, effective and accessible support and development services are available to voluntary, community and social enterprise organisations throughout York and North Yorkshire.

We will champion community-led action at a local level; provide support services to help create and sustain a vibrant voluntary, community and social enterprise sector; enable voluntary and community organisations and social enterprises to work together to meet local needs; and enable the sector to influence local and sub-regional planning of services.

We are committed to providing local access to support and development for voluntary, community and social enterprise organisations throughout the sub-region, whilst maintaining a strategic overview of community and sector needs which cross locality boundaries.

# Statement of values and equal opportunities

Local support and development organisations exist to strengthen and champion the work of local voluntary, community and social enterprise organisations.

We celebrate the diverse cultures, communities and environments that make up our society and the multitude of dimensions which characterise our diversity – including race, ability, sexuality, gender, age, religion and other beliefs.

We believe:

- that all people have a right to social justice and to participate in decisions that affect their lives;
- that a strong, independent and sustainable local voluntary, community and social enterprise sector is crucial to helping people and communities tackle disadvantage and discrimination;
- that our role is to support and encourage all people to play an active part in their community, both individually and collectively;
- that priority should be given to working with people and communities whose full participation in society is limited by disadvantage and discrimination.
- That voluntary, community and social enterprise organisations have a responsibility to operate to the highest standards of ethical governance, integrity and transparency; and to make best use of the resources available to them in meeting the needs of beneficiaries.

We will take positive action to challenge disadvantage and discrimination and to promote diversity and full access to opportunity in all areas of our work and structures. By 'positive action' we mean measures undertaken with the purpose of achieving full access to opportunity for people and

groups that face the consequences of past or present discrimination or disadvantage.

In doing so we will strive to:

- promote social justice and full access to opportunities through all our activities and programmes;
- ensure all activities and programmes are fully accessible and promote awareness of the rights and needs of different groups of people;
- challenge practices, legislation and institutions that deny the rights of individuals or groups experiencing disadvantage and discrimination;
- have a positive and inclusive workplace culture and environment with a workforce that broadly reflects the area in which we operate;
- ensure that all opportunities for people from member organisations to become involved in our work reflect the diversity within the member organisations and society as a whole;
- share our experiences and promote good practice in the area of equality and diversity throughout our members and beyond;
- identify and find ways of tackling new and emerging problems affecting groups facing disadvantage and discrimination;
- increase our involvement and collaboration with other organisations that promote equality and diversity;
- influence funders to recognise the resource implications of this statement;
- promote good governance
- protect the independence of the sector, whilst promoting collaborative working and effective partnerships.

## **Strategic aims, objectives and activities**

The North Yorkshire and York local support and development organisations will collectively pursue the following strategic aims and objectives:

### **Strategic aim 1:**

**To enable individuals, communities, voluntary and community organisations and social enterprises to play an active and effective part in civil society**

Objectives:

- We will make it easier for people to volunteer
- We will support the development of new community activity to meet identified needs
- We will improve the effectiveness and sustainability of voluntary and community organisations
- We will build the capacity of voluntary and community organisations to take on delivery of public services, where appropriate.

### **Strategic aim 2:**

**To enable voluntary, community and social enterprise organisations to influence policy and service planning locally, sub-regionally and nationally; and to give a voice to those who work in, volunteer for and benefit from their activities**

Objectives:

- We will put in place a robust and flexible framework for effective representation of voluntary and community sector views

- We will provide timely and relevant information to the sector on key issues and consultations, enabling them to feed into planning in an informed way.
- We will ensure that public sector partners understand and take account of the needs and interests of the voluntary, community and social enterprise sector
- We will provide a variety of ways for voluntary, community and social enterprise organisations to communicate and collaborate with each other, with local support and development organisations and with other partners.
- We will provide a range of opportunities for voluntary, community and social enterprise organisations to network and form alliances around key issues
- We will ensure that our communication and representation arrangements are inclusive, and representative of the diversity of individuals and groups within the sector

The activities we will undertake in 2011/12 relating to these objectives are set out in Annex 2.

## **Delivery approach and outcomes framework**

Local support and development organisations are members of the National Association for Voluntary and Community Action and have achieved or are committed to achieving the NAVCA Quality Award, which defines five performance standards which local support and development organisations are expected to work to. For each performance standard, there is a series of outcomes. These outcomes will form the basis of our monitoring and evaluation framework.

Our strategic aims link to the NAVCA performance standards and outcomes for local support and development organisations as shown in the table below:

Strategic aim	Related NAVCA performance standards:	Related outcomes
<p><b>Strategic aim 1:</b> To enable individuals, communities, voluntary and community organisations and social enterprises to play an active and effective part in civil society</p>	<p><b>Development</b> The organisation supports the identification of needs in the local community and facilitates improvements in provision to meet those needs.</p>	<p>Local needs are identified and communicated, and services are developed to meet those needs.</p> <p>There is streamlined sharing of information relevant to voluntary and community organisations.</p> <p>Voluntary and community organisations are able to contribute knowledgeably to service planning</p> <p>Funders and stakeholders are well informed about the voluntary and community sector, and community needs.</p>
	<p><b>Support</b> The organisation assists local voluntary organisations and community groups to function more effectively and deliver quality services</p>	<p>Local voluntary organisations are ‘fit for purpose’ as a result of having access to a wide range of support services (e.g. funding advice and governance support, community accounting, employment advice, volunteering development, contracting and tendering support)</p>
		<p>It is easy for voluntary and community organisations and individuals to access appropriate support and development services across the sub-region</p>
		<p>Voluntary and community organisations have access to appropriate training for staff, volunteers and trustees.</p>
		<p>The voluntary and community sector supports a wide range of views and needs, reflecting the diversity of the area</p>
		<p>Local voluntary sector groups are able to monitor, evaluate and measure their activity.</p>
		<p>Voluntary and community organisations are better able to function as a result of practical support services</p>

Strategic aim	Related NAVCA performance standards:	Related outcomes
<p><b>Strategic aim 2:</b> To enable voluntary, community and social enterprise organisations to influence policy and service planning locally, sub-regionally and nationally; and to give a voice to those who work in, volunteer for and benefit from their activities</p>	<p><b>Liaison</b> The organisation facilitates effective communication, networks and collaboration amongst local voluntary organisations and community groups</p>	There is strong and co-ordinated communication between voluntary and community organisations
		Voluntary and community organisations collaborate to provide local services
		Voluntary and community organisations are more sustainable as a result of sharing resources
		<p><b>Representation</b> The organisation enables the diverse views of the local voluntary and community sector to be represented and supports structures which promote effective cross-sector partnership working</p>
		Voluntary and community organisations are well represented at strategic partnerships and thematic groups
		The Compact is well used and understood by all partners
		The voluntary and community sector is well represented in local plans and consultations
	<p><b>Strategic partnership working</b> The organisation ensures the voluntary and community sector's role as an integral part of local planning and policy-making</p>	Local and sub-regional voluntary sector representatives take a lead role in strategic partnership groups and networks
		There is good communication between voluntary and community sector representatives and the wider sector, including regular feedback from representatives

We have used these outcomes in defining the activity to be undertaken by each partner to this business plan.

The table at Annex 3 summarises the areas of activity to be undertaken by the North Yorkshire and York Forum; by the local support and development organisations in each District of North Yorkshire and City of York; and by or in collaboration with specialist support organisations (for example, those working to support arts organisations, sports organisations, black and minority ethnic organisations, rural organisations, North Yorkshire Learning Consortium, and the emerging thematic consortia e.g. of advocacy organisations, information and advice organisations etc). This breakdown of activities demonstrates the distinct roles of sub-regional, local and specialist infrastructure organisations.

Some of these specialist support organisations have been members of the Infrastructure Consortium for many years (Rural Action Yorkshire, York Racial Equality Network). Some we collaborate with regularly, whilst with others our relationships are currently under-developed. We will consult with all the specialist support organisations on the content of this business plan and seek to establish agreement on our respective roles, respecting each other's areas of expertise and eliminating any duplication of effort.

## **Finance and efficiencies 2011 – 16**

Local support and development organisations in 2010/11 receive £760,000 in recurrent funding from local statutory bodies (North Yorkshire County Council, District Councils, City of York Council and NHS North Yorkshire and York) towards the costs of delivery of infrastructure services, including Volunteer Centre services, to the voluntary and community sector.

This investment enables us to lever in nearly double this amount from other sources, including:

CapacityBuilders  
National Lottery – BASIS programme  
Non-recurrent funding from local statutory bodies  
Equalities and Human Rights Commission  
RIEP  
Charitable Trusts  
Membership fees  
Social enterprise activities, eg room hire, conference facilities  
Charges for services, eg training

Whilst the income from these sources is substantial, it is mostly time-limited and non-recurrent. Core funding from local statutory bodies is essential to the sustainability of local support and development organisations, providing a measure of stability which allows alternative sources of income to be explored and secured.

With the ending of a number of funding streams in March 2011, and expected reductions in funding from public sector sources, we are anticipating a collective funding shortfall of over £500,000 on infrastructure work in the 2011/12 financial year, if all current activities continued. Clearly savings have to be made.

We believe it is essential to maintain a local presence in every area of the sub-region. The effectiveness of our support and development work depends on excellent local knowledge; provision of face to face advice and guidance, particularly to small and new community groups; and co-ordination of the activities and interests of local organisations at a local level as this is the level at which most of them operate. Locally based support and development organisations are able to provide this. We also need a strong County and sub-regional voice for the sector, and the capacity to work on cross-cutting issues and to recognise common issues from different parts of the sub-region, which is provided by the North Yorkshire and York Forum. This ‘two-tier’ approach to support and development of the sector meets the needs of voluntary and community organisations, and reflects the two tier local government arrangements. It also gives flexibility to engage with future health structures.

We believe that as our collaborative working strengthens, further mergers or formalised local joint working arrangements will emerge organically.

We are committed to working together to reshape our services and income sources in order to offer a sustainable level of service to local organisations over the next five years. This will include:

- Better co-ordination of activities that can be provided collectively, for example information management (production of newsletters and briefings, websites etc), to remove duplication of effort at a local level and provide a consistent service across the sub-region
- Joint workforce planning, to allow sharing of staff, skills and specialisms across the sub-region. As staffing is our main cost, we will need to reduce overall staffing to an affordable level. This will commence with a staffing review in early 2011, and be an ongoing process as opportunities arise for further efficiencies.
- Exploring joint procurement opportunities, for example of IT, utilities, auditing etc
- Sharing of 'back office' costs such as payroll and accountancy
- Joint marketing and communications strategy, including promoting a 'no wrong door' approach to simplify access to support services
- Use of new technologies to provide savings by reducing the need for face to face meetings. We will explore how we can use web-based technology to support collaborative working between ourselves, and to improve communication with voluntary and community organisations.
- Development of our social enterprise activities to broaden our funding base and generate income to enable us to maintain our services to voluntary and community organisations.

Each local support and development organisation has its own specific mix of funding, related to the local activities it delivers. We have considerable experience of managing shared funding arrangements, for example the CapacityBuilders programme, and Big Lottery BASIS funding for funding advice, community accountancy, rural voice and employment advice

services. We will use this experience to rationalise arrangements with other common funders (specifically North Yorkshire County Council and NHS North Yorkshire and York), so that historical inequities across the sub-region are removed and there is greater clarity about the support and development services we are collectively able to provide with this funding.

We will actively seek new sources of funding to support this plan, and bid collectively where possible for funds to improve support and development services across the sub-region. However each individual support and development organisation will also pursue separate funding to enable it to meet identified local needs, including social enterprise activities to generate income.

As our collaborative working arrangements become more closely aligned, we expect in future years to be able to develop an overall income and expenditure budget for core infrastructure work in the sub-region. This will not equate to the overall budgets of the participating organisations as most also carry out some direct service delivery and social enterprise activity in their local area which is separately funded and which supports their local support and development work through full cost recovery.

## **Monitoring and evaluation**

We will put in place a common system for monitoring and evaluation of our work, which will demonstrate our impact in relation to the outcomes set out in this plan. We will develop an outcomes monitoring framework which uses a common set of quantitative and qualitative indicators. We will draw on resources being developed by the NCVO Value of Infrastructure Programme.

We will provide quantitative reporting on activities, such as numbers of organisations receiving information, support, training and participating in networking events.

We will co-ordinate the qualitative reporting needed by various funders and implement a single customer feedback programme to collect information on customer satisfaction, outcomes, and unmet needs.

We will undertake sample case studies to provide more in depth understanding of the impact of support and development activities.

## **Quality assurance**

Local support and development organisations have or are working towards the NAVCA Quality Standard for infrastructure organisations.

Volunteer Centres hold Volunteering England accreditation.

We have achieved a number of other quality awards including Matrix, Investors in people, PQASSO, and Customer First.

Individual Boards of Trustees are responsible for the effective delivery of their organisation's work. We will ensure consistency across the sub-region through analysis of our monitoring and evaluation data; review of performance at our bi-monthly Chief Officers' meetings; provision of joint training for our staff; and skills sharing / mentoring between organisations to enable all to maintain best practice.

Our joint working arrangements are underpinned by partnership agreements or sub-contracts where there is shared funding, allowing common performance standards to be established and monitored.

## **Communications strategy**

We will develop a shared communications strategy to:

- Promote our services to voluntary and community organisations
- Raise awareness of the role of support and development organisations amongst statutory and private sector partners and the general public
- Promote the services provided by the voluntary and community sector to statutory and private sector partners and the general public
- Raise awareness amongst the general public about how to get involved in the sector, as volunteers, trustees, or through initiating new social action.

This will include a well publicised ‘no wrong door’ policy supporting easy access to local support and development organisations, and joint information/marketing resources aimed at different audiences.

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### **Annex 1: Organisations contributing to the single plan for infrastructure:**

North Yorkshire and York Forum  
 Coast and Moors Voluntary Action  
 Craven CVS  
 Craven Volunteer Centre  
 Easingwold Community Care Association  
 Harrogate Council for Voluntary Service  
 Northallerton and District Voluntary Service Association  
 Richmondshire Council for Voluntary Service  
 Ripon Council for Voluntary Service  
 Rural Action Yorkshire  
 Ryedale Voluntary Action  
 Selby District Association for Voluntary Service  
 Stokesley Community Care Association  
 Thirsk, Sowerby and District Community Care Association  
 York Council for Voluntary Service  
 York Racial Equality Network

## Annex 2: Activities 2011/12

### Strategic aim 1:

**To enable individuals, communities, voluntary and community organisations and social enterprises to play an active and effective part in civil society**

<b>Key objectives</b>	<b>Activity 2011/12</b>
We will make it easier for people to volunteer	We will continue to seek sustainable funding for Volunteer Centres, to offer volunteer brokerage services, volunteer management support, and promote volunteering
	We will provide volunteer management training and support
	We will promote the sub-regional Volunteering Strategy
We will support the development of new community activity to meet identified needs	We will work with partner organisations, communities and voluntary organisations to identify unmet needs in local communities, and develop initiatives to meet these.
	We will provide development support to new and emerging community groups - including good governance, funding and financial management advice, legal obligations
	We will provide a programme of governance training for trustees and committee members
	We will provide a programme of funding training
	Where there is no willing provider, we will develop and incubate new community services within our own organisations until they are ready to operate independently
We will improve the effectiveness and sustainability of voluntary and community organisations	We will provide briefings, newsletters and web-based information on all aspects of running an organisation, including funding sources, regulatory and legal requirements, good practice. We will make use of resources produced by other organisations where these meet local needs, and eliminate unnecessary duplication of activity by local support and development organisations in different areas.

<b>Key objectives</b>	<b>Activity 2011/12</b>
	We will provide organisational development support to enable organisations to thrive, including:
	Governance advice and training
	Employment Advice and training
	Funding Advice and training
	Community Accountancy and financial management training
	Training and support on monitoring, evaluation and evidencing outcomes
	One to one support and guidance
	We will arrange a programme of workforce development for development workers in local support and development organisations, to ensure quality and consistency of service across the sub-region and to develop new skills to meet changing support needs in the sector.
	We will work with the North Yorkshire Learning Consortium on a workforce development plan for the voluntary, community and social enterprise sector in York and North Yorkshire, and collaborate with them in securing funding for and delivery of appropriate, high quality learning and skills opportunities
We will work with other sector support organisations to meet the specific needs of defined groups of voluntary and community organisations – e.g. sports, arts, black and minority ethnic groups, rural, faith, etc	
We will build the capacity of voluntary and community organisations to take on delivery of public services, where appropriate	We will work with public sector partners to identify opportunities for VCOs to take on service delivery
	We will provide training and one to one guidance on commissioning and tendering
	We will provide support on quality assurance and quality frameworks
	We will work with the North Yorkshire Learning Consortium to ensure a continuum of support is

<b>Key objectives</b>	<b>Activity 2011/12</b>
	available to groups and organisations at all stages of development
	We will promote and support collaborative working between voluntary, community and social enterprise sector organisations to achieve better services and more efficient delivery

**Strategic aim 2:**

**To enable voluntary, community and social enterprise organisations to influence policy and service planning locally, sub-regionally and nationally; and to give a voice to those who work in, volunteer for and benefit from their activities**

<b>Key objectives</b>	<b>Activity 2011/12</b>
We will put in place a robust and flexible framework for effective representation of voluntary and community sector views	We will develop, consult on and adopt shared principles for representation activity
	We will develop use of our Common Database for identifying 'constituencies' of organisations with common interests (by beneficiaries, types of activity, equalities strands etc)
	We will identify and engage with existing voluntary, community and social enterprise sector networks, partnerships and consortia at sub-regional, County, locality and thematic levels
	We will map local, County, sub-regional and wider partnership structures and make this information available to the sector
	We will develop and implement processes for election or selection of voluntary, community and social enterprise sector representatives, agreeing role descriptions and terms of reference
	We will provide training and support for voluntary, community and social enterprise sector representatives on multi-agency partnerships
	We will integrate Rural Voice project activity with the overall representation framework

<b>Key objectives</b>	<b>Activity 2011/12</b>
We will provide timely and relevant information to the sector on key issues and consultations, enabling them to feed into planning in an informed way.	We will maintain good working relationships with statutory partners, to facilitate effective two-way communication
	We will monitor national, sub-regional and local policy and planning processes, and interpret this for the local sector so that it is relevant and meaningful
	We will provide opportunities for voluntary, community and social enterprise organisations to form collective responses to key issues – through meetings, co-ordination of consultation responses
	We will provide feedback to the sector on consultations
We will ensure that public sector partners understand and take account of the needs and interests of the voluntary, community and social enterprise sector	We will promote the York and North Yorkshire Compacts to statutory partners, and work with them to ensure compliance with the Compact principles
	We will support voluntary, community and social enterprise organisations to raise and resolve breaches of Compact principles
	We will promote the work of voluntary, community and social enterprise organisations
We will provide a variety of ways for voluntary, community and social enterprise organisations to communicate and collaborate with each other, with local support and development organisations and with other partners.	We will provide targeted, thematic information & news briefings, web pages etc and encourage feedback and discussion
	We will explore use of technology & social media to improve information delivery and communication between groups with common interests
	We will engage with remote rural voluntary and community organisations through the Rural Voice project
We will provide a range of opportunities for voluntary, community and social enterprise	We will maintain local, County and sub-regional networks
	We will organise one-off meetings and events where this is the best way of co-ordinating a sector response on an issue

<b>Key objectives</b>	<b>Activity 2011/12</b>
	We will explore use of technology & social media to improve information delivery and communication between groups with common interests
We will ensure that our communication and representation arrangements are inclusive, and representative of the diversity of individuals and groups within the sector	We will establish a sub-regional voluntary sector Equalities Network
	We will carry out all activities in line with our shared statement of values.

### Annex 3 – activities of sub-regional, local and specialist infrastructure organisations, related to outcomes

Outcomes	North Yorkshire and York Forum activity - Sub-regional & county level activity; co-ordination; economies of scale	Local support and development organisation activity - Local 'front door' May lead on some Sub-regional & county level activity.	Activity by other partners – specialist support organisations
<b>Development:</b> We support the identification of needs in the local community and facilitate improvements in provision to meet those needs.			
<b>Local needs are identified and communicated, and services are developed to meet those needs.</b>	Co-ordination of knowledge about local and 'specialist' needs to enable understanding of needs over the wider geographical area. Support development of new services at cross-district level	Identification of local needs Development support to new organisations/ services Community development and community action activities to develop new services Run community projects where gaps exist.	Identification of 'specialist' needs Development support to new specialist organisations/ services Community development and community action activities to develop new specialist services
<b>There is streamlined sharing of information relevant to voluntary and community organisations.</b>	Provision and co-ordination of effective information delivery tools which provide generalist and targeted information - common database, print, web and email communications Interpretation and dissemination of information at County/sub-regional level	Interpretation and dissemination of local information  Contribute to co-ordinated information work	Dissemination of specialist information  Contribute to co-ordinated information work
<b>Voluntary and community organisations are able to contribute knowledgably to service planning</b>	Facilitation of county and sub-regional networks, e.g. Sector Voice Strategic Voice Equalities Network VOX Social Enterprise Network Build relationships with new delivery consortia	Facilitation of local networks, e.g: Health and social care VCS Forums Mental health Forums Social Enterprise Networks Etc  Contribute to shaping and influencing County and sub-regional representation	Facilitation of specialist networks  Contribute to shaping and influencing County and sub-regional representation

<b>Outcomes</b>	<b>North Yorkshire and York Forum activity</b> - Sub-regional & county level activity; co-ordination; economies of scale	<b>Local support and development organisation activity</b> - Local 'front door' May lead on some Sub-regional & county level activity.	<b>Activity by other partners –</b> specialist support organisations
<b>Funders and stakeholders are well informed about the voluntary and community sector, and community needs.</b>	Liaison with statutory partners and funders at county/sub-regional/regional/national level	Liaison with statutory partners and funders at local level Feed in to County and sub-regional liaison	Liaison with statutory partners and funders on specialist issues Feed in to County and sub-regional liaison
<b>Support:</b> We assist local voluntary organisations and community groups to function more effectively and deliver quality services			
<b>Local voluntary organisations are 'fit for purpose' as a result of having access to a wide range of support services (e.g. funding advice and governance support, community accounting, employment advice, contracting and tendering support)</b>	Co-ordination of local and specialist support and development provision, to ensure consistency and remove unnecessary duplication of activity Co-ordination of workforce development for support and development organisations Direct provision of specialist support services as agreed with LSDOs – currently HR-related services. (Criteria to be set regarding appropriate direct provision.)	Direct provision of general support and development services to VCOs in their district Provide bespoke one to one support to local organisations Contribute to provision of generalist and specialist support services across wider areas (eg Funding Advice, Rural Voice, CANNY, volunteering support, development support for cross-district initiatives) Collaborate with neighbouring LSDOs to support cross-District initiatives.	Direct provision of specialist support and development services Eg RAY, NYLC, NY Sports, voluntary arts
<b>It is easy for voluntary and community organisations and individuals to access appropriate support and development services across the sub-region</b>	Promote support and development services across sub-region, using a range of media (print, web, social networking, participation in events) Act as 'sign-posting' service to enable VCOs to access the right support from local and specialist support and development organisations	Promote support and development services in own locality, as part of the sub-regional provision. Work with other support and development organisations in the District/City to ensure consistent and effective provision across the locality	Promote generalist support and development services within own specialism

<b>Outcomes</b>	<b>North Yorkshire and York Forum activity</b> - Sub-regional & county level activity; co-ordination; economies of scale	<b>Local support and development organisation activity</b> - Local 'front door' May lead on some Sub-regional & county level activity.	<b>Activity by other partners – specialist support organisations</b>
<b>Voluntary and community organisations have access to appropriate training for staff, volunteers and trustees.</b>	Co-ordinate programme of training, events and other workforce development activity across the sub-region  Work with North Yorkshire Learning Consortium to plan and implement a workforce development strategy for the sector in the sub-region	Contribute to development and delivery of sub-regional training programmes.  Align local training provision with sub-regional programme.  Provide one to one bespoke training to local organisations	Contribute to development and delivery of sub-regional training programmes.  Align specialist training provision with sub-regional programme.  NYLC – contribute to workforce development strategy for the sector in the sub-region
<b>The voluntary and community sector supports a wide range of views and needs, reflecting the diversity of the area</b>	Establish and maintain positive working relationships with specialist support organisations e.g. YREN  Facilitate sub-regional Equalities Network  Work in line with our statement of values	Establish and maintain positive working relationships with specialist organisations in the locality  Facilitate local specialist networks, eg BME  Facilitate interaction with BME groups in their local area  Work in line with our statement of values	Establish and maintain positive working relationships with generalist support organisations    Work in line with our statement of values
<b>Local voluntary sector groups are able to monitor, evaluate and measure their activity.</b>	Provide sub-regional training programme for VCOs	Provide local support and development work with VCOs, including support on quality assurance	Provide specialist support and development work with VCOs
<b>Voluntary and community organisations are better able to function as a result of practical support services</b>	Delivery of practical support services at sub-regional level – CRB umbrella service, job ads,  (Criteria to be set regarding appropriate direct provision)	Delivery of local practical support – meeting spaces and offices, office services, equipment, resource libraries, job ads etc	Delivery of specialist practical support – eg voluntary arts resources; NYLC contract management

<p><b>Outcomes</b></p>	<p><b>North Yorkshire and York Forum activity</b> - Sub-regional &amp; county level activity; co-ordination; economies of scale</p>	<p><b>Local support and development organisation activity</b> - Local ‘front door’ May lead on some Sub-regional &amp; county level activity.</p>	<p><b>Activity by other partners –</b> specialist support organisations</p>
<p><b>Liaison:</b> We facilitate effective communication, networks and collaboration amongst local voluntary organisations and community groups</p>			
<p><b>There is strong and co-ordinated communication between voluntary and community organisations</b></p>	<p>Facilitation of county/sub-regional networks Liaison with county/sub-regional networks facilitated by others Co-ordinate information and activity between sub-regional/County/local and specialist networks Provide and promote effective communication tools to enable the sector to share information and develop shared policy (web, email networks, social media)</p>	<p>Facilitation of local networks and forums Liaison with county/sub-regional networks in relation to district specific issues Provide and support access to information at a district level Liaison with local networks facilitated by others Contribute to co-ordination of overall communications and engagement work</p>	<p>Facilitation of specialist networks  Contribute to co-ordination of overall communications and engagement work</p>
<p><b>Voluntary and community organisations collaborate to provide local services</b></p>	<p>Act as county/sub-regional broker for potential collaborations. Refer potential collaborators to local LSDOs for development support.</p>	<p>Promote and support district level collaboration Act as local broker to encourage and support collaborative working Provide development support to local and cross-district collaborations, in co-operation with other LSDOs</p>	<p>Act as specialist broker to encourage and support collaborative working NYLC – acts as lead contractor for collaborating organisations working in learning and skills</p>
<p><b>Voluntary and community organisations are more sustainable as a result of sharing resources</b></p>	<p>Promote and facilitate sharing of resources at sub-regional level</p>	<p>Promote and facilitate sharing of resources at a local level</p>	<p>Promote and facilitate sharing of specialist resources</p>

<b>Outcomes</b>	<b>North Yorkshire and York Forum activity</b> - Sub-regional & county level activity; co-ordination; economies of scale	<b>Local support and development organisation activity</b> - Local 'front door' May lead on some Sub-regional & county level activity.	<b>Activity by other partners –</b> specialist support organisations
<b>Representation:</b> We enable the diverse views of the local voluntary and community sector to be represented and support structures which promote effective cross-sector partnership working			
<b>Clear channels for the 'voice' of the sector are easily accessible for all voluntary and community organisations.</b>	Provide clear and accessible mechanisms for sharing information about planning and partnerships, including information about the range of planning structures that exist across the sub-region and in Districts eg web based partnerships mapping tool.	Provide and support access to opportunities to make representation. Facilitate access to relevant information Contribute to maintaining information about local planning and partnerships Support local organisations to contribute their views, including Rural Voice work.	Contribute to maintaining information about specialist planning and partnerships
<b>Voluntary and community organisations are well represented at strategic partnerships and thematic groups</b>	Provide mechanisms for selection of voluntary sector representatives on County and sub-regional structures Provide support and training for representatives	Provide mechanisms for selection and support of voluntary sector representatives on local structures Feed into County and sub-regional representation.	Provide mechanisms for selection and support of voluntary sector representatives on specialist structures
<b>The Compact is well used and understood by all partners</b>	Lead on Compact and Thriving Third Sector at County/sub-regional level	Act as local Compact Champions	Promote Compact to specialist organisations and partners
<b>The voluntary and community sector is well represented in local plans and consultations</b>	Provide communication channels for consultation by external partners	Support and encourage VCOs to contribute to relevant consultations	Support and encourage VCOs to contribute to relevant consultations

<p><b>Outcomes</b></p>	<p><b>North Yorkshire and York Forum activity</b> - Sub-regional &amp; county level activity; co-ordination; economies of scale</p>	<p><b>Local support and development organisation activity</b> - Local ‘front door’ May lead on some Sub-regional &amp; county level activity.</p>	<p><b>Activity by other partners –</b> specialist support organisations</p>
<p><b>Strategic partnership working:</b> We ensure the voluntary and community sector’s role as an integral part of local planning and policy-making</p>			
<p><b>Local and sub-regional voluntary sector representatives take a lead role in strategic partnership groups and networks</b></p>	<p>Act as representative of the sector on high level county/sub-regional and external partnerships Provide support and training for county/sub-regional representatives Co-ordinate activities of representatives to ensure more effective influence on key issues - Strategic Voice Review the role and responsibilities of representatives</p>	<p>Act as representative on local partnerships where appropriate.  Provide support and training for local representatives Co-ordinate activities of local representatives to ensure more effective influence on key issues</p>	<p>Provide support and training for specialist representatives  Act as representative on specialist partnerships where appropriate</p>
<p><b>There is good communication between voluntary and community sector representatives and the wider sector, including regular feedback from representatives</b></p>	<p>Integrated communication strategy for representation, including: Sector Voice events/county &amp; sub-regional networks Dissemination of county/sub-regional strategic/policy information Provision of accessible information about voluntary sector representation on planning structures Provision of communication tools for 2-way information flow on key policy issues</p>	<p>Promote effective two way communication between the sector and its representatives at local level</p>	<p>Specialist networks Dissemination of specialist strategic/policy information  Promote communication mechanisms to specialist orgs</p>

