

Isle of Wight Infrastructure Group Infrastructure Development Plan



March 2006

Comments and queries on this report should be sent to:

Dave Chapman
Ryde Development Trust
Old Post Office Yard
Union Road
Ryde
Isle of Wight
PO33 2ER

Tel: 01983 616362

Email: dave@rydedevelopmenttrust.org

Contents

	Page
1. Introduction	5
Who are we?	5
ChangeUp	5
IDP Outcomes	6
Consultation	6
2. Working Together	7
Developing the partnership	7
Skills Build Project	7
MERLIN and Skills Build 2 Project	8
Future working	8
Our vision	8
Our principles	9
Sustainability	9
Addressing the key areas of infrastructure support	9
The Rural Picture	12
3. Working with the Voluntary and Community Sector	14
Overview	14
VCS organisation on the Isle of Wight	14
Operation of the networks	15
The VCS and the Local Strategic Partnership	16
The VCS and the Local Area Agreement	16
Social Inclusion	16
Volunteering	17
4. Working with Black, Minority Ethnic, Faith, Refugee/Asylum seeker and Traveller community groups	18
The ChangeUp Additional Support Programme	18
5. Engaging with Private and Statutory Sector Partners	20
Links into national, regional and sub-regional bodies	20
Links to the private sector on the Island	20
Links to the Islands public sector bodies	20

6. Developing the plan	22
What partners have told us so far	22
How we have used this information to change the way we work	22
Cost of the development so far	25
Evaluation	25
Outcomes	26
The 10-year Vision	26
Sustainability	26
Risk Assessment	27
Glossary of Terms	28

1. Introduction

Who are we?

The Isle of Wight Infrastructure Group (IIG) comprises the following voluntary and community sector (VCS) organisations.

- Isle of Wight Rural Community Council (IWRCC)
- North Medina Community Development Trust (NMCDT)
- Ryde Development Trust (RDT)
- Age Concern Isle of Wight (AC)
- Citizens Advice Isle of Wight (CAB)
- Island 2000 Trust (I2K)
- Medina Housing (MH)
- OSEL Enterprises Ltd

What do infrastructure bodies do?

Infrastructure bodies provide support to the wider Voluntary and Community Sector (VCS). The areas of support include funding, ICT, HR, general capacity building, social enterprise, volunteering and it also includes leadership and representation.

ChangeUp

The IIG is the Isle of Wight ChangeUp Consortium and its members have been meeting since 2003. Previous to this, infrastructure support for the VCS on the Isle of Wight was not well co-ordinated. Those bodies delivering infrastructure support did not liaise with each other in a systematic way and did not share information or resources. One of the first things that the group did was to map the services and geographic areas covered by each of the members to ensure that there was a consistency and that there was no duplication.

The members of the group collaborate on a number of issues that are key to the sector and their work is driven by the needs and issues of the wider VCS.

- The Treasury's Cross Cutting Review 2002 acknowledged the value of infrastructure bodies in providing support to the wider VCS. It also recognised that current provision is patchy in coverage, variable in quality and lacks sustainable funding. ChangeUp was developed as a result of the findings of the Cross Cutting Review.
- ChangeUp (the Capacity Building and Infrastructure Framework for the Voluntary and Community sector) sets out a ten year vision for the sector's infrastructure and establishes proposals for how the Voluntary and Community Sector, government and other funders might work toward that vision.
- ChangeUp's aim is that by 2014 the needs of frontline voluntary and community organisations will be met by support which is available nationwide, structured for maximum efficiency, offering excellent provision, accessible to all, truly reflecting and promoting diversity, and sustainably funded. The framework describes the basic architecture of support which frontline organisations need.
- The ChangeUp Programme therefore comprises:

1. A 10-year framework for closer strategic engagement between the VCS and its partners (particularly statutory agencies).
2. Funding for infrastructure bodies to build their capacity to support frontline voluntary community organisations.

The ChangeUp document can be downloaded from the following web reference:

<http://www.raise-networks.org.uk/inform/docDisplay.cfm?iDocID=699>

In seeking to meet the aims of ChangeUp, consortia have been developed across the country with the remit to establish Infrastructure Development Plans which show how the central aim of ChangeUp will be met.

This plan sets out how the IIG will work over the next ten years to support the VCS on the Isle of Wight. The IIG view this plan as a working document. They are committed to review and update as on-going consultation with the sector and partners takes place.

IDP Outcomes

In developing this Infrastructure Development Plan the IIG have established a number of outcomes, which will require to be met if the aims of ChangeUp are to be met.

Consultation

In developing this Infrastructure Development Plan the IIG have undertaken extensive consultation.

- The plan was presented at an event entitled 'ChangeUp Day' on 11th November 2005
- The plan was distributed through Voluntary Sector Forum (14th November 2005) and has had extensive discussion through the networks and Cabinet.
- The development of MERLIN has alerted over 6% of all the voluntary and community groups on the Isle of Wight to ChangeUp and its importance. The report on the MERLIN and Skills Build 2 project report forms an Annex to this plan.
- The consultation through the ChangeUp Additional Support Programme has made contact with a number of individual and groups to determine how the VCS meet the needs of the Black and Minority Ethnic, Minority Faith, Refugee, Asylum Seeker, Gypsy and Traveller, and how Voluntary and Community Sector infrastructure organisations support the VCS to meet these needs. The report of the Additional Support Programme forms an Annex to this plan.
- The IIG have exchange minutes and met with representatives of the Isle of Wight's immediate neighbouring consortium (Portsmouth, Southampton and Hampshire)
- The plan has been widely distributed to our statutory partners.

The period of consultation for the plan ran from 14th November 2005 to 14th February 2006 and as such is Compact compliant.

2. Working Together

Developing the partnership

The IIG members have agreed a terms of reference, a set of common principles, a memorandum of understanding and other common reference documents. Our map of infrastructure services not only prevents duplication but also seeks to ensure a consistent approach to service delivery and the sharing of resources where appropriate and possible. This work will also allow us to address the perception of members of other sectors that many of us do the same thing.

IIG has met on average once a month since its inception. At the outset, prior to the ChangeUp Programme (in January 2003), the IIG comprised of:

- Isle of Wight Rural Community Council (IWRCC)
- North Medina Community Development Trust (NMCDT)
- Ryde Development Trust (RDT)
- Age Concern Isle of Wight (AC)
- Citizens Advice Isle of Wight (CAB)

The current membership reflects the identification of other specialist infrastructure bodies working on the Isle of Wight. The group remains open to any VCS organisation providing infrastructure services and support on the Island.

To enable the IIG to deliver its work programme, the IWRCC was elected to be the group's accountable body. A staff member of NMCDT was seconded to IWRCC for five months up to September 2005 to take forward what was becoming a substantial work programme. Since, his leaving in September 2005, RDT has acted as secretariat and contracts manager for the group.

Contact details: Dave Chapman, dave@rydedevelopmenttrust.org

Skills Build Project

The IIG was awarded funding under the GOSE Early Investment Programme and undertook the Skills Build project.

The project identified the Isle of Wight Rural Community Council, North Medina Community Development Trust and Ryde Development Trust as generalist infrastructure bodies, with the then other members of the group (Age Concern Isle of Wight and Citizens Advice Isle of Wight) as specialist infrastructure bodies. The project also aimed to identify common standards and the generic skills base for all community development workers working within the IIG.

We are taking this work forward by bringing the individual member organisations together to meet joint training needs and, subsequently, joint service delivery where appropriate. This work is particularly relevant to the generalist infrastructure bodies.

MERLIN and Skills Build 2 Project

Part of the ChangeUp funding has been used to develop MERLIN and undertake Skills Build 2. This project was developed in response to requests for support from the wider VCS.

The project has purchased a database for the sector, MERLIN, and it is being developed and located at the IWRCC. It will enable the state of the sector on the Isle of Wight to be reviewed at any time. Skills Build 2 has enabled the development of an organisational training needs analysis methodology that is coterminous with the emerging Skills Advice Service, for assessment of an organisations development needs for the needs of voluntary and community sector organisations on the Isle of Wight.

Both MERLIN and Skills Build 2 will ensure that the workforce development needs of the Island's VCS can be determined. The aim is now to develop a range of mechanisms – by working with a range of existing partners – which will address the needs identified.

Key findings from the inputted data of the project, reveal the state of the voluntary sector on the Isle of Wight, showing that there are:

- At least 44 employing organisations, employing more than 430 people in total.
- 75% of the employing VCOs are over 10 years old.
- There are at least 2330 volunteers actively working across the Isle of Wight giving at least 33,000 hours annually.
- The income to the sector is at least £7,238,557.
- 45% of the employing VCOs undertake some form of social enterprise activity and others want to develop the skills.
- Key issues facing the sector are funding, business development, volunteering and governance.

The full report of the MERLIN and Skills Build 2 project is available from Dave Chapman, contact details above.

Future working

IIG members have commenced detailed discussions regarding the other areas where their organisations can be brought together in closer working partnership and this is considered in more detail in Section 6. The aim of the IIG is for closer collaborative working and finding the most appropriate legal structure/structures to reflect that.

We are also looking at establishing a social enterprise to offer infrastructure services to the wider sector and a business plan is being developed to support the case for this.

Our vision

To provide an effective response to the needs of the voluntary and community sector on the Isle of Wight through a collaborative approach and using robust mechanisms for feeding to and from the wider sector.

Our principles

Members of the IIG have agreed and adopted a common set of principles. These principles are based on the need to ensure that a quality consistent approach to community development work is maintained in carrying out our work. Key among them are the need to;

- Develop work based on the needs of the wider VCS
- Enable VCOs to help themselves
- Work in an open and transparent way
- Feed to and back from the wider sector

Sustainability

The IIG works in collaboration, allowing us to undertake joint projects and share resources where possible.

ChangeUp has enabled us to undertake various projects to increase our capacity as infrastructure bodies such as exploring skills gaps and improving ICT resources. We plan to address the Sector's needs in a way that will make us more sustainable long term support bodies, generating income through social enterprise.

Addressing the key areas of infrastructure support

The Treasury's Cross Cutting Review (2000) identified the following key areas of infrastructure support for the wider VCS:

- Funding and finance
- ICT
- Governance
- Performance improvement
- Workforce development
- Volunteering

IIG, as the smallest consortium in the smallest geographical area of the South East, recognises the principle of delivering as many of these services locally but also the need to work in larger geographic areas and to link into other sub-regional and regional groups. This "balancing act" has been debated throughout the life of the group, so far and will continue to be an issue as this plan is reviewed and new services are developed.

What IIG has not done is to map the infrastructure services that local VCOs access from the mainland. We are aware, from Skills Build 2, that some Island based VCOs are members of national organisations and do receive infrastructure support from their own networks. Evidence suggests that whilst support is derived this can be problematic, as a serious issue for Isle of Wight based VCOs is access to training, events etc that are held on the mainland. Two areas of particular importance are:

ICT

IIG's early spend project "Skills Build" revealed access to good quality ICT and ICT training as one of the main barriers to the development of better

quality infrastructure support on the IOW. Consequently, IIG has concentrated on ICT development throughout its work to date. The actions IIG has taken are intended to both address the ICT needs and the interlinking workforce development needs of its members and of the wider sector.

To support and enable more strategic use of ICT the IIG are working collaboratively with the Really Helpful IT Company. The Really Helpful IT Company has been commissioned by RAISE and GOSE to run a project to explore the possibilities of delivering a self sustaining IT support service to smaller charities and voluntary organisations. The long term objective is to deliver IT services and support at a price that the voluntary and community sector can buy into whilst simultaneously offering the same quality of services to the private and public sectors at a market rate.

Social Enterprise

The earliest example of a collaborative report by IIG members (August 2004), looked at the end of SRB funding and the broader funding climate for the VCS on the Isle of Wight. As a result of this work, IIG has promoted the development of social enterprise activity on the Isle of Wight, both for its own members and the wider VCS. Further on in this plan, exploration of how IIG members use social enterprise to deliver increased infrastructure support services and to ensure their own sustainability is considered. In reviewing progress to date the following should be noted:

- One of the IOW VCS networks (see below) is “social enterprise”. Its purpose is to promote the development of social enterprise activity amongst VCOs and to support those that already exist. The network receives electronic information on funding, advice and events of interest from the RCC’s CVS manager.
- RAISE’s *Enterprise 4U* project has been promoted on the Island and an IIG member is one of the business start up advisers.
- Social enterprise and Business Link Wessex:
IWRCC has facilitated monthly surgeries for VCOs with Cris Jezard, Business Link Wessex’s social enterprise adviser. More intensive business planning courses have also been delivered to a small number of VCOs.
As a result of this activity a number of training needs have been identified, including; marketing and promotion, contracting, business planning, HR and employment law

How to meet these training needs?

IWRCC has been in discussion with the Learning Skills & Productivity Alliance who deliver business training to private sector companies with a view to exploring the possibility of training being delivered to VCOs. Initially a Marketing advice seminar has been arranged for April 2006; this is hoped to be the first step in developing a longer term relationship with main stream business development support. This is seen as particularly important as current social enterprise development is largely dependent on Business Link Wessex.

- Sustainable social enterprise development:
IIG representatives on the Local Area Agreement (LAA) Board have been lobbying for an Local Public Service Agreement (LPSA) target around the growth of sustainable social enterprise activity.
The VCS may need to find its own way to support social enterprise for example training its own social enterprise advisers and providing business start up advice. This activity is being piloted at the “hub” at Ryde by Ryde Development Trust.

To enable the support of the VCS in making the most of social enterprise opportunities it is recognised that there is a need for infrastructure support. Outcome 1 reflects this need.

IDP Outcome 1

VCS Infrastructure support available for the development of social enterprise activity.

The table below represents the initiatives taken at the beginning of this plan to address the 6 key areas and will be used as a basis to review the progress of the plan.

Infrastructure service	Measures taken
Funding and finance	<ul style="list-style-type: none"> • Funding and procurement code developed and promoted by group at all strategic levels e.g. LAA implementation. • Social enterprise promoted in a systematic way through: partnership with Business Link Wessex, development of a SE network on the Isle of Wight and through IIG plan to develop itself as a Social Enterprise. • IWRCC now offers monthly funding surgeries across the Isle Of Wight's communities and will use evidence to identify common or strategic issues which will need to be addressed • IIG's 3 hubs offer access to electronic funding information to the VCS. • IIG are members of the sub-regional Social Enterprise Network.
ICT	<ul style="list-style-type: none"> • 3 ICT hubs set up at the 3 generic infrastructure members of IIG. • ICT has been upgraded at each of IIG's members, with common operating systems and a common network and training for staff
Governance	<ul style="list-style-type: none"> • Trustees involved in exploring this and looking at creation of a central IIG organisation.
Performance	<ul style="list-style-type: none"> • IIG's early spend project looked at skills and training needed to create a single set of criteria for infrastructure services across Isle of Wight. (ICT recognised as a major barrier to this)
Workforce Development	<ul style="list-style-type: none"> • IIG's early spend project "Skills Build" looked at developing the workforce of its members. • IIG has completed "Skills Build 2" widening this to the VCS on the Isle of Wight and are looking to develop links with the Community Action Hampshire LSC-Co-financed project which is looking to address the sectors workforce development needs.
Volunteering	<ul style="list-style-type: none"> • The Isle of Wight's volunteer bureau has not attended IIG meetings since the very first one. However, IIG has had discussions with Volunteering England and GOSE, and will promote the cause of volunteering and will provide infrastructure support to all VCOs and their volunteers, on the Isle of Wight.

The Rural Picture

IIG has received Defra funding in the early spend project. The whole of the IOW is designated as a "rural" area but it has no rural current strategy or rural stakeholder forum.

IIG's support for rural communities and the rural voluntary sector:

- The RCC provides the main VCS infrastructure support for rural communities. It delivers services out in the community and it is planned that the early spend project will lead to the development of a

single community development work team across the group that will have greater capacity to deliver services in rural areas.

- Island 2000 provides the main infrastructure support for environmental projects across the Isle of Wight.
- The MERLIN and Skills Build 2 project will result in greater support for all VCOs.
- IIG endorses the RCC's Rural Proofing checklist (see appendices) and has asked for this to be implemented through the work of the Local Area Agreement.
- IIG will be asking, through this development plan, whether there is a need, and if resources may be found, for a rural "hub" to add to the 3 already in existence.

Parishes

IIG members recognise the importance of engaging with Town and Parish Councils. The countywide Association has met with IIG and discussed the idea of drawing up a Memorandum of Understanding.

The IWRCC provides information and support to parishes undertaking parish plans. The issues identified by these activities are used to lobby on behalf of rural communities.

Links to Defra's Rural Social and Communities Programme:

IWRCC facilitated the consultation event around this programme and has been asked by GOSE to draw together a consortium which will bid to run this programme. It is likely that the programme will be linked into the Island's Local Area Agreement (LAA) and that the associated funding will be aligned with other LAA funding. This will ensure that there is an element of "rural proofing" (rural ring fencing) to the LAA.

Does the Isle of Wight need a rural forum?

To ensure that the issues arising from the rural nature of the Isle of Wight are not lost within the current strategic frameworks we support the idea of a rural stakeholder forum to be established on the Isle of Wight to inform and influence this work.

IDP Outcome 2

The creation of a rural stakeholder forum to raise the profile of rural matters and to influence policy makers.

3. Working with the Voluntary and Community Sector

Overview

Voluntary and community organisations on the Isle of Wight are our closest partners. There are approximately 820 registered charities on the IOW and an estimated similar number of community groups. SEEDA, the region's economic development agency, estimates that the Sector contributes over £15million to the Island's economy annually. Furthermore, extrapolating from Hidden Asset, research commissioned last year by RAISE, the regional VCS infrastructure body, there are approximately 15,000 people, paid and unpaid, who work in the sector.

The VCS on the Island has a structure of networks and an elected cabinet. This acts as a mechanism for VCOs to inform IIG members about their needs and issues. It also provides a simple mechanism for IIG to engage with local VCOs. This mechanism is supported by many of the VCOs who deliver public services on the IOW.

The Isle of Wight Compact (a tripartite agreement between Isle of Wight Council, the Primary Care Trust (PCT) and the VCS) was signed in November 2003. We also have a tripartite Funding and Procurement Code. The Compact Development Group composed equally of public and VCS members, are working to develop the Equality and Diversity Code, as a result of the ChangeUp Additional Support Programme (see below). A draft Children's Code has also been written for local cross-sector use.

In considering the state of the sector and the support it requires from the IIG the development of MERLIN and the completion of Skills Build 2 have provided a great deal of evidence. The report on the MERLIN and Skills Build 2 project should be read in conjunction with this plan.

VCS organisation on the Isle of Wight

There are a series of Isle of Wight VCS networks, developed around areas of work. The networks act as a single point for discussion, self-help and policy development. Each network elects a member to sit on a voluntary sector cabinet. This is shown in the diagram below.

The voluntary sector forum is open to all VCOs on the Island, meets annually and elects additional members to sit on the Cabinet.

The Cabinet is therefore a central point of reference and representation for the VCS.

The IIG elects a member to sit on the Cabinet and also, through the person of the CVS Officer of the Island's Rural Community Council (RCC), also the Island's Council for Voluntary Service (CVS), acts as adviser to the Cabinet.

IIG use the Cabinet and the networks as mechanisms to consult and take reference from the Sector. This development plan has been consulted on in this way.

As the sector has chosen to organise itself in the way outlined above we would request that all partners recognise this structure when engaging with the sector.

IDP Outcome 3

That partners recognise the Cabinet and Networks and use them as the major mechanisms to engage with the VCS.



Operation of the networks

The networks operate in a fully flexible way via, meetings, newsletters, e-consultations, events etc. It is not expected that all network members attend every meeting, nor that the networks meet regularly. Rather meetings will be held as and when the agendas necessitate.

The networks are also designed to capacity build the local VCOs - acting as support networks for members, and they are beginning to address how members can take real practical measures to support each other; for example allowing room use in each other's facilities. They also allow organisations to provide a joint response and voice to public sector policy initiatives and consultation. The networks are also a force in influencing local and national policy.

It is through the networks that strategic engagement takes place with statutory and private sector partners, e.g. The Learning and Skills network with the Isle of Wight Learning Partnership and the local (Hampshire and Isle of Wight) Learning and Skills Council; the Health and Social Care Network with the Isle of Wight Primary Care Trust and Isle of Wight Council Adult Services; the Children, Young People's and Families network with the Children's Trust.

Individual networks also address matters of strategic importance to the VCS such as Child Protection and Contracting.

The VCS and the Local Strategic Partnership

The Cabinet elect the Sector's representative on the LSP and have decided that this should come from amongst the IIG members.

The VCS and the Local Area Agreement

The Isle of Wight is in the current wave of Local Area Agreements (LAA) and a final submission was signed of by the Government Office for the South East (GOSE) in March 2006. The VCS had two seats on the LAA Board, both members of IIG. The statement of engagement included a request for the full implementation of the Compact Codes and for a separate Local Public Service Agreement (LPSA) built around the Sector.

Frontline VCOs have also told us that they are experiencing a number of barriers to their undertaking greater public service delivery amongst commissioners of services. IIG members have, therefore led on the commissioning work undertaken by the LAA Board and will be carrying out a specific piece of work to define these barriers in order to be able to break them down.

Social Inclusion

The IIG is committed to the principles of social inclusion. In seeking to address inclusion issues:

- A member of IIG developed The Social Inclusion Checklist now used by Social Inclusion Partnership South East (SIPSE)
- The VCS members of the LAA Board have requested the full Implementation of The Social Inclusion Checklist by all LAA Board Members

Volunteering

Volunteering is a central tenant of the VCS. On the Isle of Wight it is estimated that there are least 2300 volunteers, undertaking at least 33,000 hours annually. This would equate to over £339,240 if the national average wage (£10.28 per hour) was paid.

A difficulty experienced by the IIG has been the engagement of the Isle of Wight Volunteering Bureau (Island Volunteers), who continue to be reluctant to work in partnership and to adopt the principles of the IIG. Island Volunteers have only attended one IIG meeting during the development of this plan and have not commented on it as part of the consultation. It appears that they are not fully committed to the partnership. This is an issue that will need to be resolved if this plan is to be delivered by all partners.

4. Working with Black, Minority Ethnic, Faith, Refugee/Asylum seeker and Traveller community groups

The ChangeUp Additional Support Programme

Whilst ChangeUp aims to map the infrastructure support needs of voluntary and community organisations and agree a 'Local Infrastructure Development Plan' to achieve improvements over the ten years from 2004 to 2014. The ASP aims to do exactly the same things for Black and Minority Ethnic, Minority Faith, Refugee, Asylum Seeker, Gypsy and Traveller voluntary and community organisations.

The 2001 Census shows that 1,752 people, (1.3% of the Isle of Wight's population) were from non-white ethnic minorities. When people of Irish origin, and people in the Census 'Other White' category are added, the proportion of non-UK white people doubles to 3.2% of the Island's population, or 4,300 people. The Isle of Wight's population has not remained static since the Census, however. There are economic migrants living on the Island, and refugees and asylum seekers have also arrived in the UK and may have settled on the Island since 2001. There are two conclusions to be drawn from this data. Firstly, the number of people from Black and Minority Ethnic (BME) communities counted in the Census is now likely to be an under-estimate when compared with the current situation. Secondly, no single ethnic or religious minority dominates in terms of numbers. The Island's diverse communities represent small numbers of people from many parts of the world.

The diverse communities on the Island are not only small in number, but individuals from these communities are often isolated socially and geographically. There are few representative bodies for BME and other communities, and there are only a handful of groups representing particular national or faith communities. Therefore the kind of consultation with organisations and groups from within the diverse communities on which ASPs in other areas have been based has only been possible to a limited extent on the Isle of Wight. To overcome this difficulty fieldwork associated with the ASP made contact with individuals who were known by statutory and voluntary agencies on the Island to be prominent in their communities; a small number of voluntary groups based in diverse communities; and front-line services and professional workers that were likely to have people from diverse communities among their service users.

A consultant was appointed to carry out research, between November 2005 and March 2006, about the nature of diversity on the Isle of Wight. This work has resulted in a detailed report which sets out the results and recommendations of the ASP.

Consultation with people from the diverse communities, public and VCS service providers and others that has taken place on the Isle of Wight through interviews and meetings has revealed a list of actions, which will be developed into an action plan with named lead organisations and a time frame for delivery. These actions need to be taken to improve access by diverse communities to public services, build capacity for these communities and

support the development of community-led organisations. The proposals are grouped under six headings:

- developing an Equality and Diversity Forum and a Code of Good Practice for the Voluntary and Community Sector as means of promoting equality and diversity awareness among volunteers, employees and services users of voluntary and community organisations;
- improving access to front-line VCS services by people from the diverse communities;
- establishing a training programme on equality and diversity awareness for voluntary and community organisations, possibly in partnership with the statutory sector;
- a proactive programme of outreach to diverse community groups and individuals who are identified as potential community champions in the interests of community capacity building;
- linked with this, the provision of infrastructure support services on the same basis as to any mainstream VCO; and
- the need to establish a Media Project on the lines piloted by Refugee Resource and Oxfordshire Racial Equality Council with the aim of countering the predominantly negative and stereotyped images of people from all the diverse communities, and particularly refugees, asylum seekers, Gypsies and Travellers, frequently promoted by the media.

Outcome 4 is an over arching aim which results from our ASP work.

IDP Outcome 4

Greater awareness of cultural diversity reflected in public and voluntary service delivery.

5. Engaging with Private and Statutory Sector Partners

Links into national, regional and sub-regional bodies

Nationally IIG members are members of most of the national infrastructure groups, including NACVS, ACRE, NCVO, NCAB, Age Concern England and DTA.

IIG has a close involvement with RAISE the regional infrastructure body and works to ensure that the needs and wishes of the local VCS are reflected in the work of RAISE and vice versa.

IIG also feeds into the sub-regional infrastructure group and this development plan has taken into account the development plans of the sub-region; addressing service delivery at a sub regional or local level where appropriate.

Links to the private sector on the Island

IIG has drawn up a Memorandum of Understanding with the Isle of Wight Chamber of Commerce, Industry and Tourism. The memorandum recognises that both Sectors have a role to play in increasing the skills and wealth of the Isle of Wight.

Infrastructure bodies can provide incubator space and other start up services for SMEs in the private sector, as well as in the VCS. IWRCC provides support to small rural businesses such as village shops and pubs.

This initiative also recognises the importance of the VCS developing business skills to increase the amount of social enterprise activity generated.

Whilst we know of little activity around the corporate social responsibility agenda, some work has been undertaken to understand how the VCS could support greater private sector involvement in the community.

Pilot work has been carried out in Ryde where secretariat support has been given to the Ryde Business Association through Ryde Development Trust. It is clear that many of the needs facing small businesses are similar to those experience by VCOs and the development of a single point of contact for all 'community based issues' has worked well.

Links to the Islands public sector bodies

The IIG has used ChangeUp to promote strategic engagement with the Isle of Wight Council. Indeed the ChangeUp programme has raised the profile of the VCS with the Council.

Our approach:

IIG attempted to hold an early consultation with the public sector on the Isle of Wight as part of the early spend project. As a result of our experiences from that exercise, we decided that a single event dedicated to this subject would not be useful until the profile of the Sector and some of its key strategic issues

had been raised. We, therefore, concluded that engaging with the public sector partners in a piecemeal fashion, lobbying on the issues of the Sector and raising the profile of its members at events, meetings and partnerships as they arose, would be a better short term proposal.

Consequently, the ChangeUp programme has been discussed at a number of meetings, such as the Isle of Wight Council's Directors' Group, and in response to ad hoc enquiries. In addition the Chief Executive of the Local Authority and the Director of Adult and Community Services attended an IIG meeting to discuss the implementation of a more strategic relationship. Three practical areas were agreed on to exemplify a closer way of working. They were:

- Developing standard contracts for VCOs
- Exploring the idea of IIG taking over the running of the Isle of Wight Council's information centres
- The sub-contracting of consultation work to the VCS as a matter of course

Whilst none of these have yet been achieved, it is hoped that at least one of them will come to fruition in the longer term.

The Prison Service

IWRCC has begun to work with the Island's prison authorities assisting them with their positive work programmes for inmates and are promoting this to the wider VCS.

IIG and the Children's Trust

IIG members also represent the interests of the VCS on the development of the Isle of Wight's Children's Trust. The Children, Young People and Families Network is used as a reference group for this work and the past Director of Children's Services has attended network meetings at request. There is a commitment from this Directorate to engaging with the VCS at a strategic level and to embedding the work of the Sector into the development of the Trust. Furthermore, the Children's Trust Development Manager has been, and the Children's Fund Manager is presently seconded to the RCC, thus ensuring the maximum partnership working between the VCS and the Children's Directorate.

IIG and the Health Bodies

An IIG member and a frontline VCO both sit on the Board overseeing the development of a joint Health and Social Care Trust on the Isle of Wight.

The Health bodies have also signed the Funding and Procurement Code and sit on the Compact Development Group and on the Additional Support Programme steering group.

Given the central thrust behind ChangeUp, the use of the voluntary and community sector to deliver public services under contract, Outcome 5 is a key outcome and links to Outcome 1.

IDP Outcome 5

VCOS delivering a greater percentage of public services on a full cost recovery basis.

6. Developing the plan

What partners have told us so far

1. The VCS

From its engagement with frontline VCOs (see section 2), IIG was aware, at very early stages of the ChangeUp programme of some the major strategic needs of the Sector.

VCOs have told us that they need:

- ICT equipment and support
- Access to funding
- Day-to-day business advice
- Local knowledge
- Good quality work space
- Back office services

2. Statutory bodies

Statutory agencies would like a “brokerage” model for contracting through a single VCO agency. They also have concerns that:

- The large number of VCOs on the Island might lead to the possibility of work areas being duplicated
- “Capacity” might prevent them from contracting with VCOs.

How we have used this information to change the way we work

The table below set out the steps the IIG have taken:

What VCS wants	Implications for infrastructure support	Actions taken by IIG	Results so far
Access to ICT and support	1. Provision of easier ICT access. 2. IIG need to upgrade own systems and skills	1. Creation of 3 physical hubs offering ICT access; upgrade of ICT of other IIG members	Pilot at RDT has 9 VCOs accessing free ICT support
Funding	1. Increased provision of information on funding 2. Promotion of social enterprise	1. Creation of 3 physical hubs with electronic funding information. 2. Business start up support offered by RDT	Pilot in RDT providing 3 VCOs with business advice
Business advice	Greater skills within IIG	See section on social enterprise	See above
Local knowledge	Need for local hubs	Creation of 3 physical hubs; Ryde, Newport and East Cowes	
Workspace shared facilities	Development of VCS owned hubs	Pilot development in RDT	6 VCOs being supported in RDT
Back office support	Increase IIG skills	IWRCC/ RDT looking to work as a single organisation to provide back office services on a social enterprise basis	

Principles of IIG working

In working together the IIG are committed to the following principles:

1. Increasing its own skills and delivering training to meet the needs identified in the Skills Build, MERLIN and Skills Build 2 projects
2. Working in a more cohesive way, offering a consistent level of services
3. Engaging with statutory partners in a more unified way
4. Working as social enterprises, wherever possible

The aim of the IIG is to provide a full range of infrastructure services to the VCS across Isle of Wight. These will be delivered to a common standard that enables VCOs to take full advantage of all of the opportunities offered to them.

The development of physical hubs

Each of the hubs will offer a range of infrastructure services in its geographical area and may also offer specialist services across the Island.

We have also asked the question “Is there a need for a hub (probably a mobile one) to provide support in more rural areas?” In developing the Hubs it is the aim that each hub is run as a social enterprise. In developing the hubs in this way it is recognised by the partner organisations that joint project development will be necessary. To further this it is recognised that the development of one single umbrella infrastructure organisation may need to be considered.

The table below indicates the range of services offered by the three Hubs developed so far.

Hub	General services	Specialist services
Newport	<ul style="list-style-type: none"> • HR support • Management support • Shared facilities • Project development and management • Funding advice • Volunteering development 	<ul style="list-style-type: none"> • Start up/charity registration advice • Community Development
Ryde	<ul style="list-style-type: none"> • Outreach support for the East Wight area • Shared facilities • Project development and management • Funding advice • Volunteering development 	<ul style="list-style-type: none"> • Organisational development support • Facilities management and support • Social enterprise advice • Skills brokerage
East Cowes	<ul style="list-style-type: none"> • Outreach support • Shared facilities • Project development and management • Funding advice • Volunteering development 	<ul style="list-style-type: none"> • Community IT Training

Working together

IWRCC/ RDT and NMCDT, the 3 generic infrastructure bodies within IIG have begun to work in a closer way, developing common back office functions, undertaking joint projects and drawing all staff teams together. This development has been enabled by the ChangeUp programme and as a result of the Skills Build project.

It will be for the three sets of trustees to ultimately decide whether the organisations become one single legal structure.

Workforce development

IIG has carried out the MERLIN and Skills Build 2 project. This project attempts to quantify the number of organisations and individuals working in the Sector and to assess their main training needs. From this we have a more accurate estimate of the infrastructure support needed by these organisations in the future.

Brokerage

A brokerage model would involve the creation or appointment of a single body that would negotiate contracts on behalf of those VCOs that would deliver the contracts.

Initial discussions with VCOs suggest a resistance to such a model. However, IIG representatives on the LAA Board have led on the Board's discussions about future commissioning and procurement of public services. These discussions have thrown up public sector concerns about the "capacity" of VCOs to deliver increasing amounts of public services. ("Capacity" is difficult to define but can encompass concrete concerns such as appropriate training and monitoring systems; but it can also explain a reluctance on the part of public sector partners to do things differently from how they have done them in the past).

Forming consortia of contracting bodies may be able to address the concerns of both sectors. IIG could facilitate a discussion on the desirability and practicability of such a model on the Island and would be able to make links into the new commissioning arrangements of the LAA, as they develop.

Governance

IIG members have discussed the possibility of constituting IIG as a single body. However, there are many far reaching issues to be discussed, including:

- Governance, including views of individual trustee boards
- Possible new staff and management structure
- Legal and financial implications
- Views of all stakeholders

Cost of the development so far

The elements delivered so far have cost following:

Strategic IT alignment	
IT alignment	£ 21,000 equipment
	£ 40,000 consultant support
Training costs	£ 8,000
Research work	
Skills Build 1	£ 22,000
Consultation	£ 22,000
Diversity project	£ 22,000
Mapping the sector (MERLIN)	£ 5,000
Skills Build 2	£ 21,000
Community Development Network	
Set up costs	£ 400
IIG development	
IIG costs (meetings)	£ 15,000
Consultants costs	£ 18,838
Management fees	£ 5,000
Total cost	£ 200,238

Evaluation

Whilst being prepared to change the way we operate to deliver infrastructure services better on the Isle of Wight, we feel it important to highlight the progress that has been made so far, which preserves and builds on what already works. That is:

- Commitment to broad partnership working of existing members
- Networks of wider VCS (IWRCC is in process on consulting VCOs on what barriers there may be to participating in the networks e.g. physical access, care costs etc)
- Development of local community based ownership – particularly in Cowes, East Cowes and Ryde – supporting local needs
- Parish participation in parish planning activity

IIG will also need to evaluate this plan against two criteria:

1. Its continued joint working
2. Its success in delivering infrastructure support to the wider Sector.

Suggested measures for 1

- Funding attracted to IIG
- Number of joint projects
- Development of social enterprise activity
- Greater generic community development resources to work with individual community groups.

- To have developed a common training programme for IIG members and wider VCS to address many of the skills issues highlighted in the Skills Build project
- Ensuring VCS fully involved in the development of local Health and Social Care and Children's Trusts

Suggested measures for 2

Throughout this development plan we have identified a number of outcomes. Our first measure of evaluation has been to consult the VCS on whether these are the right outcomes. We shall use these to monitor the progress of IIG and this development plan.

Outcomes

Through the development of this plan the following outcomes have been identified:

1. VCS infrastructure support is available for social enterprise activity and promotion
2. The creation of a rural stakeholder forum to raise the profile of rural matters and to influence policy makers
3. Partners recognise the Cabinet and Networks and use them to engage with the Island's VCS
4. Public and voluntary services delivery more culturally aware
5. VCOs delivering a greater percentage of public services on standard, 3-5 year and fully costed contracts.

The 10-year Vision

We believe that if we deliver against the five outcomes, in ten years time we will achieve the following vision;

- 4 hubs operating as social enterprises offering back office and other support services
- Sustainable and skilled VCS delivering public sector contracts
- Standard 3-5 year contracts for VCOs paid on a full cost recovery basis
- Social exclusion checklist implemented
- Rural proofing checklist implemented
- Compact and related codes fully implemented

Sustainability

In seeking to address the issue of sustainability at this stage the following are considered:

1. Full cost recovery means that in time the resource implications associated with core cost functions will no longer be an issue. Quality procurement of the VCS services and meaningful contracting will help this issue.
2. In developing each base as a social enterprise and in developing further social enterprise activity it is felt that there exists an opportunity to secure further contracts for service delivery whilst at the same time consolidating the work.

Risk Assessment

In order to deliver the outcomes the following risks will need to be mitigated:

Risk	Impact	Mitigation
Failure of a member	Medium	Consortium approach. Funding of members is variable with some members having more stable and longer term funding than others.
Failure of the main Infrastructure Body (IWRCC)	High	The consortium approach will help to mitigate this risk, however, the impact will still be significant and the critical role undertaken by the IWRCC is that of the Council for Voluntary Services. It remains critical that the Isle of Wight has a strong independent CVS.
Failure of accountable body	High	Perhaps the biggest risk as IWRCC's funding is not dependable and changes each year. Should IWRCC fail as an organisation, good communication and documentation would enable another member to replace it. However, this risk cannot be fully mitigated against as there is little knowledge as to what, if anything, might replace it. For example a national infrastructure body.
Lack of buy-in from VCS	High	Consultation through Cabinet and networks helps to mitigate this risk.
Lack of support from statutory partners	High	Development of social enterprise activity
Lack of continuation funding	High	Development of social enterprise activity

IIG accountable body contact details:
 Isle of Wight Rural Community Council
 3, Langley Court
 Pyle Street
 Newport
 IOW
 PO30 1LA
 01983 524058

Glossary of Terms

‘VCS’

This is a shorthand reference to the Voluntary and Community Sector.

‘VCOs’

This is a shorthand reference to Voluntary and Community Organisations.

‘Infrastructure’

“ ... the facilities, organisational structures, systems, relationships, people, knowledge and skills that exist to support and develop, co-ordinate, represent and promote front line organisations thus enabling them to deliver their missions more effectively.”

‘Infrastructure Organisations’

Infrastructure organisations are:

“ ... those whose primary purpose is to provide infrastructure functions or services (support and development, co-ordination, representation and promotion) to front line organisations. They are sometimes called umbrella organisations, second tier organisations or intermediary organisations.”

‘Generic Infrastructure Organisations’

Generic infrastructure organisations provide support to all VCOs within a particular geographical area.

‘GOSE’

This is a shorthand reference to Government Office for the South East.

‘LAA’

This is a shorthand reference to Local Area Agreement. Local Area Agreements have emerged from the Government’s 10 year vision for the future of local government. Essentially an LAA aims to bring together into a single 3 year contractual framework a large number of existing funding streams which presently fall within the following blocks :

- Children & Young people
- Healthier Communities & Older People
- Safer and Stronger Communities
- Economic Development

‘LPSA’

This is a shorthand reference to Local Area Agreement. Local Public Service Agreement – whereby the Government provides pump priming funds and financial reward for achieving stretched performance against an agreed set of measures.

‘RAISE’

This is a shorthand reference to Regional Action and Involvement South East whose aim is "To enable voluntary/community organisations in the South East to influence regional policy wherever it is made or implemented for the benefit of the people they serve."

‘SEEDA’

This is a shorthand reference to the South East England Development Agency.

‘SIPSE’

This is a shorthand reference to the Social Inclusion Partnership South East, their mission is to 'Championing social inclusion across the South East Region'

‘Specialist Infrastructure Organisations’

Specialist or ‘sub-sectoral’ infrastructure organisations provide support to VCOs working with specific communities such as Gypsies and Travellers; specific client groups such as the elderly or people with learning disabilities; BME and faith groups; or within specific service areas such as health and social care.

‘Social Enterprise’

A social enterprise is a business with primarily social objectives whose surpluses are principally reinvested for that purpose in the business or in the community, rather than being driven by the need to maximise profit for shareholders and owners. Social enterprises are diverse. They include local community enterprises, social firms, mutual organisations such as co-operatives, and large-scale organisations operating nationally and internationally. There is no single legal model for social enterprises. They include companies limited by guarantee, industrial and provident societies, and companies limited by shares. Some organisations are unincorporated and others are registered charities.