



CONSORTIA DEVELOPMENT FUND

INFRASTRUCTURE DEVELOPMENT STRATEGY 2008-2014

Consortia Name: Regional Infrastructure Consortium

Geographical area: Yorkshire and the Humber Region

Lead Body: Yorkshire and the Humber Regional Forum

Contact Details:

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Consortium Vision / Mission Statement:

Vision

“High quality region-wide infrastructure, ensuring an improved quality of life for all.”

Mission

To ensure that sustainable and appropriate region-wide infrastructure is available that meets the need of front line third sector organisations in the region by:

- Identifying and filling gaps in infrastructure support to front line Third Sector organisations in the region that can be appropriately filled at regional level.
- Supporting the development of specialist infrastructure support.
- Facilitating communication between region-wide Third Sector infrastructure organisations across Yorkshire and the Humber
- Supporting the development of high quality and effective regional infrastructure support for front line Third Sector organisations
- Improving links with regional bodies and partnerships
- Improving opportunities for infrastructure joint working and collaboration across the region to maximise resources

Consortium Objectives:

- To collectively plan developments for region-wide VCS infrastructure
- To facilitate communication between region-wide Third Sector infrastructure organisations across Yorkshire and the Humber
- To develop high quality and effective regional infrastructure support for front line Third Sector organisations
- To improve links with regional bodies and partnerships
- To improve opportunities for infrastructure joint working and collaboration across the region to maximise resources.

What are the key changes that the Consortium aims to make over the next 6 years? / Outcomes

Priority Theme 1:

Enabling improved advocacy and engagement at a regional level to regional and national agencies, and in regional decision-making

Outcomes:

- Increased engagement in regional activities and advocacy by local and front-line organisations and networks.
- Increased advocacy by and on behalf of communities of interest to regional and national agencies.
- Increasing understanding of regional policy and decision making.

Priority Theme 2:

Better communications

Outcomes:

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

Priority Theme 3:

Enabling regional level infrastructure to develop services, resources and processes that increase frontline VCOs' access to infrastructure support

Outcomes:

- Increase in frontline VCOs' access to and evaluation of self-administered infrastructure support resources (such as toolkits).
- Increase in access to infrastructure for specialist communities of interest.

Priority Theme 4:

Enabling co-ordination, networking and collaboration of those providing infrastructure services at a regional, sub regional and/or district level

Outcomes:

- Stronger networks representing thematic areas and communities, including communities of interest, at the regional level.
- Stronger identification of where regional co-ordination and initiatives are most effectively

deployed (eg with regard to thematic networking; lobbying and influence; regional responsibility and other areas of activity)

- New, emerging or struggling networks are better engaged with the regional agenda and develop advocates or representatives to participate in regional and other structures.
- Improved services to front-line organisations through collaboration and sharing between those providing the same or similar services.
- Improved networking (informal) and mutual support between infrastructure agencies.
- More 'joined-up' initiatives, with less duplication, as a result of stronger cross-region linkages and information-sharing.
- Engender cross-network and cross-border support and learning between participants at a regional level.
- Provision of resources to help networks move towards that level of development and explore some of the practical actions that the network aspires to deliver.

Priority Theme 5:

Improving and increasing knowledge and access to information through research and improved knowledge transfer

Outcomes:

- An increase in knowledge and good practice information of practitioners in their specialism/technical area or customer base, building on existing systems and knowledge.
- Easier and improved access to good quality knowledge and intelligence by infrastructure agencies, front-line agencies and networks.

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

In the Yorkshire and Humber region, the VCS – in consultation with public sector and other partners – has developed a regional strategic approach that has been growing in reach and effectiveness. The newly-established Regional Infrastructure Consortium (RIC) therefore aims to build on this, working to modernise and strengthen regional support services in line with the ChangeUp aim:

'That by 2014 the needs of frontline voluntary and community organisations will be met by support which is ... structured for maximum efficiency, offering excellent provision which is accessible to all while reflecting and promoting diversity and is sustainably funded.'

The aims and outcomes listed in this strategy reflect that commitment, and are based on regional consultation and research.

Snapshot of the region

There are as many as 50,000 VCOs in our region, from very small community groups with little funding to large scale social enterprises and charities. The sector is a major source of employment, with many thousands of volunteers. The contribution of the VCS to the region's economy is 3-4% or £3 billion (Craig, 2006). The sector encompasses agencies with a diverse range of skills, services, roles and client groups. It is in a continual process of change and renewal.

Our region has a number of features which the RIC must take into account. It includes more big towns and cities than most English regions, a coastal area undergoing regeneration, and a large rural area with more land in National Parks than anywhere else in England (Yorkshire Futures, 2007). There are significant areas of deprivation, with concentrated pockets of disadvantage in parts of West Yorkshire, South Yorkshire and Hull (Rural Observatory, 2007; YHA, Promise, 2007).

Equality and diversity

These have been key areas of concern in the Yorkshire and Humber VCS. There is considerable diversity in the region, with groups that experience social exclusion. This includes a significant and growing black and minority ethnic population, and increasing numbers of elderly people. The region receives the highest number of dispersed asylum seekers, and therefore has a growing refugee population. The arrival of migrants from the A8 countries is also having an impact, with many taking on low income work in cities and rural areas.

This topic is returned to below, under 'Identifying priorities and gaps: the evidence base' where the situation of migrants and refugees; disabled people; lesbian, gay and bi-sexual people; the homeless; children and young people is noted (RVIS, 2006; Progress in the region, 2007).

Regional VCS infrastructure

Through the work of a range of VCS consortia and partnerships, there is a successful and developing VCS infrastructure network in the region. This is supported by the Regional Forum for Yorkshire and Humber, and has benefited from significant input from Capacity Builders.

Infrastructure organisations in the region fall into three broad categories (RVIS, 2006):

- a) Generic infrastructure organisations whose services are accessible to all are primarily the first port of call and which may have developed expertise in some key areas according to the opportunities and needs in the geographic area they work in
- b) Specialist infrastructure organisations that work with a particular sub-sector of the VCS, based on either their client group or the services they offer
- c) Thematic infrastructure organisations that deliver a particular service to other VCOs

The RIC brings together those VCOs that work across at least three of the four sub-regions, to identify regional support service issues and develop appropriate responses.

Alongside the RIC there are four sub-regional consortia: these are the core mechanism for planning and co-ordinating the development and delivery of infrastructure services. The RIC and the sub-regional consortia co-ordinate their activities through SubNet and through the administrative and support input of the Regional Forum for Yorkshire and Humber.

In addition, some VCOs in the region are self-organised thematically: 14 thematic networks were supported and developed through the provision of ChangeUp funding up to March 2007 – Network Capacity Building Scheme (Regional Forum, 2007, Regional Networks Guide).

Regional initiatives funded previously through Capacitybuilders:

Regional projects: BME Panel; Faiths Forum; Rural Policy Co-ordinator.

Bold short term investments: Alzheimer's Society; Collaborative Accounting (WYCAS); Community Alliance; Future Years Network (working with older people); Voluntary Youth Organisations Network; YAHVCON; the Regional Children's Trust and Children's Centre Support Network.

RIDP Network Capacitybuilding Scheme: Northern Network of Travelling People; RAG -CD with Eng Standards Board; Regional CVS Network and SEYH; Regional Refugee Community Development Worker's Network; Regional VCS Homelessness Network; VCS Regional Learning and Skills Group; Y&H Association of Civic Societies; Y&H LGB Network; Y&H Mediation Network; Y&H Women's Network; United Kingdom Advocacy Network

Building broader partnerships

There are a number of key regional agencies with which the RIC (through SubNet, the Regional Futures Forum and other forums) will build links. These include the Yorkshire and Humber Assembly, Yorkshire Forward (the regional development agency), the Government Office for Yorkshire and the Humber, and other regional bodies including Business Link, LSC, health

agencies and the Regional Migration Partnership (Consortium Toolkit Assessment, 2007).

These partners are aware that they need a vibrant and efficient voluntary and community sector in order to deliver their services and meet their statutory responsibilities. Multi-sector engagement and investment are also important to ensuring a professional and viable VCS and to engender long-term financial stability and sustainability. Through its linkages to SubNet and other regional forums, RIC is therefore committed to strengthening cross-sectoral partnerships and building the regional VCS voice in policy development.

Identifying priorities and gaps: the evidence base

There have been a number of research reports on the needs of the voluntary and community sector in Yorkshire and Humber. Some of the key publications are listed below. Our analysis of priority areas and actions reflects the findings and recommendations of these various reports and documents.

Many reports point to a similar finding:

“The infrastructure of the regional VCS needs to be strengthened so that it can properly support an effective and autonomous VCS in the region.”

(Craig, The future contribution of the vcs to the Yorkshire and Humber region, 2006)

The research sets out a rapidly changing environment in which regional VCS bodies have a role to play in advocating for social and community regeneration, alongside economic regeneration (Shutt et al, 2005). To achieve this, there is an emphasis on the importance of high quality VCS support, information, advice and representation (ie infrastructure) in the region (Regional Forum, RVIS, 2006; Consortium Toolkit Assessment, 2007).

Many of the reports highlight the importance of partnerships and joint strategic working, both between VCS groupings across the region, and between the VCS infrastructure bodies and partners from other agencies. This is seen as key to bringing about social inclusion and engagement, and to fostering long term sustainability in all regional plans (VCS and other sectors) (Shutt et al, Changing Funding Programmes, 2005; YHA, Promise, 2007).

Funding patterns in our region are seen as shifting, with an increased emphasis on contractual relationships: partnerships are set out as essential to ensuring the VCS can dialogue with funders and contractors, and continue to play a part in service provision and policy development (S Yorkshire Open Forum, 2007; Shutt et al, 2005). The RIC away day identified partnership working between its members as strong, but made a commitment to extending partnership links with different stakeholders (Consortium Toolkit Assessment, 2007).

Opportunities for regional VCS agencies and networks to meet to develop relationships, share good practice, build skills and knowledge levels, and link with the sub-sectoral consortia and other agencies in the region are therefore seen as vital. Several reports emphasise the importance of working together to achieve better front-line service provision to all, including the most excluded (Alexander, 2006).

The involvement of more marginalised groups and networks representing excluded communities is considered important, along with working to ensure that regional infrastructure responds to priority issues and concerns. The RIC away day therefore considered the particular needs of areas high deprivation and isolated rural areas (Consortium Toolkit Assessment, 2007). Recent research and reports have highlighted the situation of migrants and refugees; disabled people; lesbian, gay and bi-sexual people; the homeless; children and young people. The importance of sports, arts, volunteering, environment and transport have also been noted (RVIS, 2006; Progress in the region, 2007).

Supported by Capacitybuilders, the region has worked to respond to key thematic interests: mental health; lbg; women's groups; refugees and asylum seekers; family issues; learning disabilities; housing; training and skills; community development (Regional Forum, RIDP, 2005).

Certain areas prioritised by Capacitybuilders have been and remain an important focus: performance improvement; workforce development and leadership; ICT; governance; volunteering; funding and finance for VCS activity.

However, there is always scope and need for more to be done to build up and encourage infrastructure that reaches particular sectors and groups. The priority themes identified by RIC will therefore seek to encompass different issues and groups as appropriate.

The RIC away day identified considerable strengths in its current internal and external communications, as provided through the Regional Forum (Consortium Toolkit Assessment, 2007). There are also calls for clear communication, using a range of media, to help organisations understand and influence regional strategies, opportunities and developments (Harris et al, 2006; MacMillan, 2006). Continuing research and information gathering is also seen as essential.

The region has a strong track record on which to build, with scope for modernisation in the form of increased and improved communication and stronger partnerships: several reports therefore see considerable potential added value in strengthening cross-region VCS infrastructure (Craig, 2006). The RIC away day acknowledged existing strengths: the members made a commitment to building up protocols, skills and knowledge to ensure it could operate effectively in carrying forward infrastructure development at regional level (Consortium Toolkit Assessment, 2007).

On the basis of this evidence, and through consultation, we have therefore identified outcomes under the five priority themes of: Improved advocacy and engagement; Better communications; Increasing access to infrastructure support; Networking and collaboration; Research and knowledge transfer.

Research in the region

Alexander, 2006, *Collaborative Accounting 2006-2014: A plan for regional collaboration between Collaborative Accounting and Payroll services in Yorkshire and the Humber*
 Alexander, 2006, *The Regional Initiative for Volunteer Centres in Yorkshire and the Humber*
 Craig, 2005, *The future contribution of the voluntary and community sectors to the Yorkshire and Humber Region*
 Harris et al, 2006, *Report on Community Development Work and Learning Research Project Yorkshire and Humber*
 MacMillan, 2006, *Part of the Picture: the voluntary and community sector across South Yorkshire*
 Regional Forum, 2007, *Sub-Sectoral Research, Yorkshire and Humber, Interim Report*
 Reid, 2006, *Promoting Inclusion and Partnership: an overview of the activities and outcomes of the PIP project*
 Rural Observatory, 2007, *Rural Deprivation in Yorkshire and the Humber – Summary of findings*
 Shutt et al, 2005, *Changing Funding Programmes: impact on the work of the VCS and consequences for the Yorkshire and Humber Economy*
 S Yorkshire Open Forum, 2007, *Sustainability Routemap for South Yorkshire's Third Sector*
 Social Business Company, 2006, *Refugee Engagement with Regional Structures*
 Yorkshire Futures, 2007, *Progress in the Region Summary Document*

Minutes and summaries of regional consultations and meetings

Regional Forum, 2007, *Toolkit Assessment: Consortium Development, Facilitator's Report of Self-Assessment*
 Regional Forum, 2007, *Subnet Away Day: Report*
 Regional Networks Meeting, 2006, *Regional Policy Fit*
 Regional Forum, 2007, *Minutes Regional Consortium Scoping Meeting, August 2007*
 Regional Forum and RIC Members, 2007, *Member Consultation Questionnaire*
 Regional Forum, 2007, *Priorities Survey of RIC Members*.

Regional strategy documents and reports

Arts Council Yorkshire, 2006, *The arts festival sector in Yorkshire; economic, social and cultural*

benefits, benchmarks and development

Arts Council Yorkshire, 2006, *Arts funding in Yorkshire and the Humber 2005/06: a geographical analysis of our investment*
 BME VCS Regional Panel for Yorkshire and Humber, 2006, *Business Plan, 2007 - 2010*
 Government Office for Yorkshire and the Humber, 2006, *Regional Spatial Strategy for Yorkshire and The Humber to 2016*
 Government Office for Yorkshire and the Humber, 2007, *Yorkshire and the Humber Regional Compact*
 LSC, 2007, *The LSC Agenda for Change: Voluntary Sector Contribution, Capacity and Potential in Yorkshire and the Humber*
 Museums, Libraries and Archives, Yorkshire, 2006, *Corporate Plan 2006*
 NHS Yorkshire and the Humber, 2007, *The Health Blueprint: a consultation with the people of Yorkshire and the Humber on the future of health and health-care in our region*
 Northern Way, 2007, *Shaping the North's Cities for Growth: An Agenda for the Next Decade*
 Regional Forum, 2006, *A Regional Voluntary Sector Infrastructure Strategy for Yorkshire and the Humber (RVIS)*
 Regional Forum, 2005, *A Regional Infrastructure Development Plan for Yorkshire and the Humber 2005/2006*
 Regional Forum, 2007, *Regional Networks Guide for Yorkshire and the Humber*
 Regional Forum, 2007, *Making the ChangeUp: ChangeUp in Yorkshire and the Humber 2005-2006*
 Regional Forum, 2007, *The Changing VCS Operating Context*
 Regional Forum, 2007, *FutureSkills, Skills Action Plan*
 Regional Public Health Group - Yorkshire and The Humber, 2004, *Our Region Our Health strategic framework for public health*
 Sport England Yorkshire, 2007, *Yorkshire Plan for Sport, Action Plan 2007*
 Sport England Yorkshire, 2006, *Investment Strategy for Sport in Yorkshire, 2006 - 2009*
 Sub-regional Forums in Yorkshire and Humber, 2007, *draft infrastructure strategies and business plans (various)*
 Yorkshire and Humber Assembly, 2007, *Promising prospects for the region? Integrated Regional Framework Consultation Draft*
 Yorkshire and Humber Assembly (YHA), 2007, *Promise, delivering inclusion in Yorkshire and the Humber*
 Yorkshire and Humber Assembly, *various, regional strategies* (Regional Housing Board; Regional Planning Board; Regional Transport Board; Sustainable Development Board)
 Yorkshire & Humber Regional Migration Partnership, 2007, *Cluster policy - Yorkshire and the Humber*
 Yorkshire and the Humber Rural Affairs Forum, 2006, *Yorkshire and The Humber Rural Framework*
 Yorkshire Communities for the 2012 Games, 2007, *Yorkshire Gold*
 Yorkshire Forward, 2006, *Regional Economic Strategy 2006-15*
 Yorkshire Forward, 2006, *Public Environmental Statement 2006-07*
 Yorkshire Forward, 2006, *The Health of the Regions Rural Economy Report*
 Yorkshire Forward, 2006, *Disability Equality Scheme 2006-09*

Key national policy and legislation

Cabinet Office, 2006, *Reaching Out, an action plan on social exclusion*
 Cabinet Office, 2007, Third Sector Review final report: *The future role of the third sector in social and economic regeneration*
 Capacitybuilders, 2007, *Destination 2014*
 COGS, SREST (SHU), CRC (UoWE), 2007, *Scoping the evaluation of ChangeUp*
 Department for Communities and Local Government, 2005, *Improving Opportunity, Strengthening Society*
 Department for Communities and Local Government, 2006, *Sustainable Development Action Plan*
 Department for Communities and Local Government, 2007, *Strong and Prosperous Communities - The Local Government White Paper Implementation Plan: One Year On*
 Equality and Human Rights Commission, 2007, *Interim business plan 2007-8*

Government Office for Yorkshire and the Humber, 2005, *ChangeUp - voluntary and community sector infrastructure race equality framework and guidance for regional and sub-regional consortia*

Home Office, 2005, *Strengthening Partnerships: Next Steps for Compact*

Home Office, 2006, *National Community Safety Plan, 2006 – 2009*

HM Government, 2005, *Securing the Future – UK Government Sustainable Development Strategy*

HM Treasury, 2002, *Comprehensive Spending Review*

HM Treasury, 2007, *Sub-national economic development and regeneration review*

HM Treasury, ODPM, DTI, 2006, *Devolving Decision Making: 3 – Meeting the Regional Economic Challenge; The Importance of Cities to Regional Growth*

NAVCA, 2007, *Building effective local VCS infrastructure*

NCVO, 2007, *Strategic Agenda: NCVO's vision for the future*

NCVO, 2007, *The Voluntary Sector Almanac 2007*

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

RIC organisational and administrative support:

To work towards this strategy the Regional Forum for Yorkshire and Humber will deploy Capacitybuilders funds in order to provide: organisation of meetings and events; preparation of policy and other documents (including funding proposals); marketing and communications; outreach to existing and potential membership; other services as required. These secretariat, information and strategic functions and support for the consortium will be pump primed through the regional consortium baseline allocation of £27,000 per annum.

RIC members will participate in RIC activities as representatives of their organisation. This time will not be reimbursed, but travel and other related costs should be met. Because RIC membership is spread across such a wide area, there is little scope for the involvement of volunteers, other than at occasional RIC open events as and when appropriate.

To ensure that the Consortium is able to make best use of resources we will seek to lever in additional resource to support the strategic development of the Consortium. This is set out more fully in our business plan. In particular, through consultation across the RIC and with Capacitybuilders, and in view of the very newly-formed nature of the Consortium, it has been agreed that the first year of the 2008-2011 projects funding period should consist of the following two phases:

- Phase 1: development of delivery partnerships from the wider RIC membership that will provide effective services to frontline organisations under the agreed RIC objectives. 6 months collaboration and modernisation resource will need to be invested in this process.
- Phase 2: Use the remaining tranche of year 1 resources to pilot cross-thematic delivery, build links with public agencies in terms of understanding their agenda in relation to infrastructure and establish links between research and experience in terms of what is most useful for the VCS in our region. Allocation of resources will be by using the established delegated methods used by the Regional Forum in previous years' ChangeUp funding

Phase 3 (years 2 and 3) will see the deployment of agreed regional infrastructure projects, rationalising the use of RIC resources to deliver projects that meet the objectives laid out in the strategy and business plan.

Through each phase, the RIC and Regional Forum will provide leadership and co-ordination, including the development of key relationships and fostering of new partnerships within RIC membership. Good practice and impact of RIC and the projects delivered under its "umbrella"

will need to be monitored over the 3 year funding period. Key learning points of regional partnership working to be profiled and shared, including cross-sectoral experiences and stronger partnerships between interfaith groups/forms and local authorities.

Communication:

Through the RIC communications strategy, networks and other events, websites and publications we will work to build awareness of successful cross sectoral partnerships at regional level, raising awareness of the value and role of the regional vcs, forging new linkages and helping to influence the regional agenda.

Geography:

Our region is large. RIC core meetings will therefore take place in Leeds, as the most convenient and cost-effective location (at the offices of the Yorkshire and Humber Regional Forum). However, regional outreach is essential, and RIC representatives and the RIC support/administrative officer are likely to attend meetings/events across the region, in order to raise awareness of trans-regional issues and work, gather information, and engage relevant stakeholders.

Skills and knowledge:

The RIC membership and executive already have a considerable level of expertise, backed up by the resources and staff of the Regional Forum for Yorkshire and Humber. The RIC will seek to share skills and awareness of trans-regional VCS issues and working practices wherever possible to key stakeholders. Data gathering and information sharing are essential to building up knowledge of needs, priorities and achievements in our region, and the RIC is likely to commission evaluations, research and publications which will help with improving knowledge within the RIC and among other partners and agencies in the region and beyond.

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

Organisation/Person	Role	Timescale
Consortium Co-ordinator – Regional Forum	Co-ordination of the RIC. This includes: <ul style="list-style-type: none"> - Secretariat. - Meeting support. - Partnership Development - Ensuring robust governance protocols and systems. - Communications and marketing. - Team and skills development. - Performance Management. - Promoting equality and diversity and ensuring that it is embedded across activity and processes. - Facilitating engagement with external and public sector stakeholders. - Fundraising. - Developing links with external and cross sector partners. - Disseminating learning from Consortium development and activities. 	3 years for duration of business plan (2008-2011)

Consortia Chair	<ul style="list-style-type: none"> - Chair of the Executive - Chair of the Consortium - Representation to external stakeholders 	3 years for duration of Business Plan (2008-2011)
Consortia Executive	<ul style="list-style-type: none"> - give strategic direction and leadership to the Regional Infrastructure Consortium - create the Infrastructure Development Strategies for the period 2008 to 2011 and 2011 to 2014 to set out an overarching view of what infrastructure services are needed by the frontline Third Sector and be linked to the current legislative, policy and regional landscapes. - make recommendations to the accountable body about the allocation of region-wide infrastructure funding - represent the RIC at SubNet – the regional infrastructure steering group - Be accountable to the membership of the Regional Infrastructure Consortium - Work with the Regional Forum, as accountable body, to monitor and evaluate projects funded through Capacitybuilders - Link with the Capacitybuilders National Support Services. 	3 years for duration of Business Plan (2008-2011) Minimum of quarterly meetings
RIC Members (please see attached list of current members)		

What are the timescales, key steps, and process for reviewing the Infrastructure Development Strategy? / Monitoring and Evaluation

Who	Process	Key Step	Timescale
RIC Executive	Track RIC progress against Infrastructure Strategy 2008-2014	Fixed agenda item	Each meeting
RIC Executive Strategy and Planning Sub Group	Annual review of process against Infrastructure Strategy 2008-2014	<ul style="list-style-type: none"> - engage public sector and other stakeholders through Regional Futures Group - Focus groups with membership for review of priorities - Annual update of goals following review - Annual review of the impact of the Consortium and related projects to feed into annual strategy review and reality check priorities. 	Annually in September
RIC Executive with Regional Forum	Interim review	Interim review to assess progress against strategy, update strategy according to regional and national landscape and revise goals and priorities as agreed	June 2010



INFRASTRUCTURE DEVELOPMENT STRATEGY

Name of Consortium: Regional Infrastructure Consortium (Y&H)

Lead body signature: 

Date signed: 20th December 2007

Date signed off by Consortium: 17th December 2007



ANNEX

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