



# Salford Third Sector Consortium Welcome Pack

# What this Welcome Pack will tell you

The primary purpose in creating this welcome pack for Salford Third Sector Consortium potential members is to explain why the Consortium was set up, how voluntary and community organisations can become members and the benefits for them in doing so.

To help voluntary and community organisations decide if membership is right for them, this Welcome Pack sets out the mission, vision, aims and values which define Salford Third Sector Consortium's operation and identity and the role and responsibilities members of the Consortium would be expected to abide by.

This pack also sets out a checklist of eligibility criteria which potential members must meet as a minimum to be able to apply for and secure consortium membership.

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## **Welcome to the Salford Third Sector Consortium**

The Salford Third Sector Consortium registered as a not for profit company limited by guarantee (company number 8328565) in December 2012 and became a registered Charity in October 2013. (Charity number 1154332) The consortium will apply for grants and bid for and manage contracts on behalf of the voluntary and community sector. It was set up by Salford CVS, to enable Salford's voluntary and community sector to respond to the emerging preference of Commissioners to have fewer or single contracts with larger providers.

The Consortium enables contracts to be secured centrally and sub-contracted out to local providers (Consortium members) for delivery. This hub and spokes approach achieves the economies of scale of large contracts but maintains local delivery and service design through member organisations rooted in their communities.

## **About Us**

### **Why set up a Salford Third Sector Consortium?**

Salford Third Sector Consortium is a strategic response to the growing requirement to establish joint, large scale tendering arrangements, bringing a number of separate, independent providers under one umbrella to bid for and deliver services together and thus combine the benefits of large and small scale approaches.

The concept of a Salford Third Sector Consortium was born out of a consortia project, facilitated at Salford CVS, during 2010-2011. The 18 month project's aim was to support the establishment of voluntary sector consortia. The members of these pilot consortia realised there would be much greater scope for securing contracts and for joint service planning, leading to improved services for beneficiaries, through a consortium approach.

The members were keen to continue progressing the development of their individual thematic consortia, however capacity and time issues were significant barriers for progress. It was felt that the solution to this would be to develop a hub and spoke model consortium described here, with Salford CVS, as the local infrastructure support organisation, securing funding to pay for them to deliver this function until the consortium was established with a track record.

## **What has Salford Third Sector Consortium been set up to do?**

Salford Third Sector Consortium has been set up to:

- Apply for grants and bid for and secure contracts for delivering services, from the statutory sector, thus ensuring that small and/or specialist providers have an opportunity to bid as part of a Consortium for contracts, which they would either otherwise not be eligible for or seriously disadvantaged in tendering for
- Ensure diversity of the service offer, which utilises and builds on the skills, knowledge and expertise of the entire Sector
- Build on the capacity and track records of existing voluntary and community organisations, which are best placed to deliver a range of services at the point of need
- Help member organisations to develop their procedures and policies to improve sustainability

## **Progress and achievements to date**

Since preliminary research on this project began in January 2012, Salford Third Sector Consortium has made considerable progress. It has:

- Recruited a membership base of 57 Voluntary Organisations
- Secured a commission of £50,000, through Salford NHS, for work 'To improve the mental wellbeing of older people'. This contract has been successfully delivered by 6 member organisations.
- Successfully completed the Pre Qualifying Questionnaire process for the Family Poverty Commissioning Framework
- Developed appropriate policies and procedures
- Put in place appropriate processes for the consortium 'Hub'
- Secured additional grant funding to continue to support the Hub function
- Submitted a number of tenders.

- Developed a new website page and member database and directory
- Hosted networking events and a first AGM in December 2013
- Established 4 cluster groups, where members come together around specific work areas and plan collaborative work. The current cluster groups are: Work and Skills, Children, Young People and Families, Older People, Health and Well Being.

For information about our current work and membership please see our website page: [Salford Third Sector Consortium](#)

## Vision and Mission

### Our Vision and Mission

The **Vision** of Salford Third Sector Consortium is:

Building on the good practice and experience of our members, deliver high quality services through local organisations, which share opportunities and responsibilities and are rooted in the community, in order to improve the lives of people in Salford.

The **Mission** of Salford Third Sector Consortium is:

To win contracts and secure investment to enable local organisations to deliver high quality services.

The Salford Third Sector Consortium has a number of **aims** that support the mission and vision statements. These are to:

- Secure funding and contracts to support member organisations sustainability
- Ensure that services are user-centered and that user voices are at the heart of all provision
- Develop new ways of joint working and pilot innovative approaches
- Adopt consortium-wide approaches to marketing and public relations to raise the profile of all member organisations
- Expand the service offer through increased delivery capacity and identify and plug any gaps in supply
- Raise standards of quality amongst members by sharing ideas and offering a mentoring scheme to learn from each other

## **Underpinning values and principles**

### **a) Third sector focus**

Salford Third Sector Consortium is a bidding consortium of local Third Sector organisations. It does not rule out the possibility of working in partnership with other sectors in the future, according to local need or the requirements of specific contracts.

The Consortium's intention is to build on the value-driven approach of the not-for-profit sector to deliver the consortium vision.

### **(b) Objectivity and impartiality**

Salford Third Sector Consortium will aim to be fair and give equal importance to all.

Members will need to be open, honest and transparent in their involvement in Consortium affairs at all times. All members will be required to operate with integrity and to work for the good of the whole Consortium.

Where there are a number of members able to demonstrate that they can provide activities/services in line with relevant commissioning criteria, any contract secured will be sub-contracted to those organisations on a transparent, fair and equitable basis.

### **(c) Funding mechanism and provision for bidding**

The Consortium is primarily a funding mechanism, a way of increasing the chances of accessing contracting and funding opportunities, particularly new opportunities. Other existing funding arrangements for individual members within the Consortium will remain unchanged unless agreed otherwise.

There may be times when Consortium members wish to bid separately for contracts for which the Consortium is also bidding. In this instance, members will be required to notify the Hub of their intention to bid alone and withdraw from all negotiations and discussions regarding the contract opportunity.

### **(d) Open to all**

The Consortium will not operate as a closed circle of collaborators but will be permanently open to the potential for new members to join, subject to new members meeting the Consortium eligibility criteria.

# Operating structure

Salford Third Sector Consortium is a separate legal body with provider organisations taking up its membership. The defining features of this model are as follows:

- Salford Third Sector Consortium's governing body/Board is comprised, by clear majority, of its membership. There are currently 10 directors, all from Third Sector Organisations.
- The Consortium creates a single point of contracting. Commissioners and Funders contract with the new legal entity, which is then responsible for setting up and managing sub-contracts with individual Salford Third Sector Consortium members.
- The Consortium operates with a hub and spokes structure. The Hub is the central infrastructure or staff resource that acts as the driver of the Salford Third Sector Consortium, including negotiating and sub-letting contracts, while the spokes are the various individual member organisations/providers.

The Consortium is registered with Companies House and the Charities Commission. Salford CVS currently provide the Hub services under a service level agreement with the Salford Third Sector Consortium Board. The board will review arrangements for provision of hub services annually.

## Our Board Members

Chair: Mike Thorpe (Broughton Trust)

Treasurer: Bernadette Elder (Inspiring Communities Together)

Bernadette Conlon (Start in Salford)

Keith Hatton (CALL plus)

Alec McFadden (Salford Unemployed and Community Resource Centre)

Michael Ormerod (Groundwork MSSTT)

Paul Parlby (Crossroads)

John Phillips (Langworthy Cornerstone Association)

Sylvia Sham (Wai Yin Chinese Women' Centre)

Geraldine Stone (St Sebastians Community Centre)

## The Hub and Spokes Model

The Hub and Spokes Model, adopted by Salford Third Sector Consortium, provides a robust basis for creating efficiencies and economies of scale in terms of management and co-ordination by the Hub coupled with the front line delivery of services through members.



### Cluster Groups

Members will join cluster groups according to their current expertise and track record in service delivery areas. The cluster groups currently are: Health and Well Being, Children and Families, Work and Skills, but others may be established to respond to future need. The cluster groups will facilitate networking, collaborative bidding and mentoring amongst the membership. The role of the cluster groups is explained in detail in the Tendering and Opportunity Allocation Policy.

### Role of the Hub

The Hub services will be carried out by Salford CVS and involve a wide range of functions: negotiation, tender and bid writing, contract management, resource allocation, quality improvement, monitoring providers and back office/admin requirements such as communication methods, policy development and promotion of the Consortium. Generally, the Hub will not only ensure smooth and efficient contract management, but also pro-actively seek out new funding and business development



opportunities on behalf of the membership. As well as its financial / business development brief, the hub is tasked with promoting capacity building amongst provider members so that they can progress along the contract threshold pathway.

The staff and work of the Hub will be managed by Salford CVS, which will report to the Consortium Board. The Hub will develop a unified system of monitoring that will apply across the provider network and which will focus on the monitoring and recording of Impact.

### **Role and Responsibilities of Members (The Spokes/Providers)**

- To design and deliver high-quality and responsive services to service users
- To provide, as requested by the Hub, information and data relating to output performance and outcome monitoring, financial expenditure and evaluation
- To be fully engaged and involved in Salford Third Sector Consortium and its development
- To offer mentoring or training opportunities, as appropriate, to help other members develop within the Consortium
- Promote and develop the Salford Third Sector Consortium as a whole, not merely the respective agendas or vested interests of certain member organisations
- Members will be required at all times to be open, honest and transparent in their involvement in Consortium affairs as required by the Conflict of Interest policy
- Members will be required to operate with integrity and to work for the good of the Salford Third Sector Consortium
- Input local and specialised knowledge to bids, tenders and grant applications

# Membership

## Why Join?

- To work collaboratively with other organisations in Salford to pursue funding in response to identified needs of people of Salford
- To share experience and good practice to improve services in Salford
- To take part in tenders for public sector contracts, and secure funding for service delivery
- Greater negotiating and bargaining power through an increased scale and capacity
- Create a single, unified point of contracting, and in doing so increase attractiveness to contractors/funders
- Generate economies of scale and efficiency savings through the rationalisation of resources

## How to Join

To become a member of Salford Third Sector Consortium organisations will need to demonstrate that they can meet the eligibility criteria overleaf and complete a membership application form.

Once a prospective member returns the Consortium application form and checks have taken place to ensure the prospective member meets the Consortium eligibility criteria, the prospective member will be issued with a Membership Directory Questionnaire and Collaboration Agreement for completion. An organisation can only become a member of the Consortium once all three documents; Application form, Collaboration Agreement and Membership Directory Questionnaire have been signed and returned.

If you are concerned that you do not currently meet the eligibility criteria, please make an appointment with a member of the Development Team, at Salford CVS, who will be able to support you to implement the required actions.

If you have any questions about joining the consortium, please contact Lesley Connor at Salford CVS on 0161 787 7795 or [Lesley.connor@salfordcvs.co.uk](mailto:Lesley.connor@salfordcvs.co.uk)

	<b>Salford Third Sector Consortium Membership Criteria</b>	<b>Weight</b>
1	<p><b>Be a Third/not-for-profit Sector organisation</b></p> <p>Any prospective member must be a frontline service provider in the not-for-profit sector and have a clear social purpose or charitable objectives and wider accountability to the public.</p>	Essential
2	<p><b>Good communication and networking skills</b></p> <p>Consortium members will be expected to communicate clearly and effectively with a wide range of Consortium members from diverse backgrounds and uphold the values of equality and diversity legislation. Consortium members will be encouraged to take up all relevant networking opportunities, as appropriate.</p>	Essential
3	<p><b>Agreement to provide support or mentoring opportunities to other members</b></p> <p>Commitment to sharing expertise, knowledge and experience with other members via mentoring and training opportunities to help Consortium members develop.</p>	Essential
4	<p><b>Honesty</b></p> <p>Members will be required at all times to be open, honest and transparent in their involvement in Consortium affairs. Members will be required to operate with integrity and to work for the good of Salford Third Sector Consortium as a whole.</p>	Essential
5	<p><b>Operate in Salford</b></p> <p>Any prospective member must be delivering services in Salford. In the case of new groups, about to start delivering services in Salford, the lack of a previous track record will be taken into account in contract thresholds.</p>	Essential
6	<p><b>Information management capability</b></p> <p>Prospective members must be willing to provide the Consortium Hub with regular information relating to user numbers, case-studies, delivery of milestones and financial performance etc. Information must be provided on time and in a form that is agreed in advance and is complete, clear and accurate.</p>	Essential
7	<p><b>Minimum standard for quality assurance/contract thresholds</b></p> <p>The consortium has agreed a minimum standard of quality assurance/ contract thresholds (see contract thresholds criteria document). All potential members will be expected to meet the minimum criteria in order to receive a sub-contract.</p> <p>Members can develop along the contract threshold pathway by implementing the necessary items identified in a specific threshold. Evidence of implemented actions will need to be provided to the Hub in order to progress to the next threshold. Support will be available from Salford CVS.</p>	Essential
8	<p><b>Commitment to consortium working</b></p> <p>Members must be willing to participate actively in the Consortium's development whilst adhering to the Consortium's ways of working and protocols.</p>	Essential

# Future Strategy

Priorities for the future of Salford Third Sector Consortium have been framed with the back drop of increasing economic uncertainty; however the changes in the commissioning landscape open real opportunities for the Consortium. The emphasis on social enterprises playing a key role in delivering public services and functions presents the Consortium and its members with an excellent opportunity. It is believed that the consortium model is ideally placed to exploit these opportunities and meet the challenges members face.

The short term future strategy can be seen in three broad areas:

- 1) Salford Third Sector Consortium will consolidate its existing position ensuring high quality management and co-ordination of existing contracts, the Hub staff team and resources.

Work will involve developing ICT and management systems and strengthening the Consortium Board.

- 2) Salford Third Sector Consortium will seek to widen opportunities for securing additional contracts and funding for members. This will involve positioning the Consortium as a competitive and viable option with the ability to manage large 'block contracts' and provide efficient and high quality services through its internal sub-contracting arrangements with members.

Work will continue to secure PCT and City Council contracts; Salford Third Sector Consortium will look to secure contracts and funding through other agencies such as the Lottery and other regional funders. In response to the personalisation agenda, a directory of services available from members to clients, who are making self-directed payments, will be compiled.

- 3) Salford Third Sector Consortium will promote the services that members provide and what the Consortium as a whole can 'offer'.

A marketing strategy will be created and implemented; a review of the website page and production of regular promotional literature will be carried out. A system for measuring the social return on investment for contracts delivered by the Consortium will be researched. The Consortium is currently involved in a Social Enterprise UK Social value pilot in Salford, led by Salford CVS. The Consortium representative on this Social Value group is Bernadette Conlon.

Any gaps identified in the current 'supply chain' will be filled by targeting potential members to join the Consortium. Any gaps in the contract readiness of members, support will be identified and offered.

# Glossary

Aims	Are the particular changes or differences a project or organisation plans to bring for its users.
Consortium	A group of individuals or organisations that come together to deliver services that would be beyond the capabilities of the individual members.
Contract	A legally recognised, and hence, legally enforceable, promise or set of promises made between parties. The essence of a contract is an agreement setting out the arrangements whereby one party provides a service (or goods) to the other in return for payment.
Evaluation	Involves using monitoring information and other data to make judgements on how an organisation or project is doing.
Hub	A hub of expertise and facilities to support the consortium
Mission	The broad effect the organisation wants to have, why it exists. A summary of the overall difference it wants to make.
Monitoring	This is the routine, systematic collection and recording of information about a project in order to check its progress against plans and enable evaluation.
Outcome	The changes, benefits, learning or other effects that results from the work the project or organisation carries out.
Service Users	The people who benefit from or use a service.
Stakeholders	People with an interest in the organisation. Includes internal stakeholders such as staff, volunteers, or management committee members, as well as external stakeholders such as users, funders etc.
Third Sector	Non-governmental organisations which are value-driven and which principally reinvest their surpluses to further social, environmental or cultural objectives. It includes voluntary and community organisations, charities, faith groups, social enterprises, cooperatives and mutuals.
Vision	The ideal state a project or organisation wants the world to be in. What the world will look like if the project or organisation is successful in achieving its mission