

BRADFORD & DISTRICT  
INFRASTRUCTURE SUPPORT ORGANISATIONS GROUP  
**TERMS OF REFERENCE (TOR)**

**Title:**

The group is to be known as Bradford & District Infrastructure Support Organisations Group (ISOG)

**Mission:**

Bradford & District ISO Group exists: to ensure effective and collaborative working between infrastructure support organisations, (known as ISOs), who operate in the Bradford district; to contribute to the strategic development of the voluntary and community sector; and to provide good quality services that are equally accessible to all local groups.

**Aims:**

- Facilitate and develop effective communication between ISOs *and* increase their individual and collective profile in the district.
- Liaise with and facilitate dialogue between the ISOs and strategic and public sector bodies in Bradford and the region
- Develop, adopt and promote common policies and operational strategies that reflect the needs, interests and diversity of communities in Bradford and the community and voluntary sector.
- Provide ISOG representatives on other partnerships (e.g. WYLDA.)

**Objectives 2008-11:**

**1) Services**

- a. To ensure effective and co-operative working between infrastructure organisations in the Bradford District, and to contribute to the strategic development of the voluntary and community sector.
- b. Improve the quality of infrastructure support for voluntary & community organisations

**2) Strategic influences in Bradford district**

- a. To help ensure investment in the VCS reaches diverse organisations and influence the policy and practice of funders & encourage extra investment through the benefits of ISOs
- b. To liaise with and facilitate dialogue between the ISOs and strategic and public sector bodies in Bradford & the region

### **3) Contribution to sub/regional infrastructure organisations**

- a. To provide representation (WYLDA, CNet, LAA structures, and other strategic bodies & partnerships as agreed at local, sub-regional, regional & national level)

### **4) ISOG development, collaboration and profile**

- a. Encourage extra and continued investment in infrastructure support to ensure its sustainability.
- b. Facilitate and develop effective communication between ISOG members, the wider VCS & WYLDA.
- c. Increase the individual and collective profile of ISOG members in the district and beyond.
- d. Develop, adopt and promote common policies and operational strategies that reflect the needs, interests and diversity of communities in Bradford and the voluntary & community sector.
- e. Collaborate in providing good quality support and services for frontline VCS organisations, including their development, restructuring and sustainability.

## **Membership**

### **Membership Criteria:**

Memberships of the ISO Group is open to any community and voluntary infrastructure organisation working or operating in Bradford district whose principal purpose is to support other voluntary and community organisations, and is committed to active involvement in strategic partnership working for the wider voluntary and community sector.

Each member is entitled to designate one person (usually the Director, Chief Officer or equivalent senior representative) to serve as its representative to ISOG and an alternate to represent it in the absence of the designated representative.

A review of membership will be carried out annually with all members being asked if they wish to continue. Those who do not reply will be considered as no longer wishing to be part of ISOG. It is the responsibility of each member to notify the Chair of any changes to their contact details or membership.

### **Joining ISOG**

Organisations wishing to join ISOG should ensure that they:

1. Comply with the Membership Criteria outlined
2. Are willing to sign to state that they will abide by the expectations outlined in the Responsibilities of Membership,

3. Agree to carry out the duties of members
4. Be willing to provide a copy of their governing documents and Equal Opportunities Policy if requested

Any organisations wishing to join ISOG should provide a brief outline describing the organisation's role and confirm how their organisation meets the TOR that defines an ISO.

The above outline will be discussed at the next membership meeting and a decision whether to invite the organisation to join or not will be made

The decision and reasons (where applicable) will be minuted and will be made available to the requesting organisation.

### **Termination of Membership:**

Organisations shall cease to be members of the network if they fail to satisfy the duties of membership:

- Non-attendance at 3 meetings without apologies/notification (members may request leave of absence for exceptional circumstances but must keep the Chair informed)
- a serious breach of any other formal agreements or processes of the ISOG membership (see Appendix 3 – Standing Order).

Concerns regarding the activities or conduct of a member organisation, that could lead to termination of membership should be reported to the Chair.

The decision whether or not to terminate membership will be made by a meeting of six ISOG Members (agreed at a meeting or via email).

Any member has the right to be heard by the panel before the decision is made.

Any member who has their membership terminated has the right of appeal within six weeks; this appeal would be heard by separate panel of three Full ISOG Members (agreed at a Membership meeting or via email) which would be chaired by another ISOG Officer.

Any outstanding work will be passed back to ISOG, including any remaining funds allocated to the work.

## **CODE OF CONDUCT:**

### **Responsibilities of Membership (*behaviour*):**

All members of ISOG should consider themselves representatives of ISOG and therefore reflect the principles and objectives of ISOG during their day-to-day work.

However, formal representation of ISOG (i.e. if attending an event/meeting etc. on behalf of ISOG), must be agreed by the majority of ISOG members.

- Normally no member should claim to represent ISOG without prior agreement of the majority of Members at a meeting or by replying to a email note.
- In exceptional circumstances when a decision is more urgent it , the ISOG Chair (or Vice-Chair in their absence) may authorise a member to represent ISOG. This decision should be ratified at the next Meeting
- All members should be willing to share their own organisational objectives and plans and to contact and consult with other interested ISOs when planning new initiatives, to ensure partnership opportunities are not lost or there is a danger of competition in bids.
- All members should try and principles of ISOG during their day-to-day work.

### **Duties of Members (*actions*):**

All members have the following duties:

- a) To prioritise and attend all meetings wherever possible. If an alternative representative is to attend they should be appropriately briefed.
- b) To bring relevant paperwork to all meetings
- c) To complete a declaration of interest, to be updated bi-annually or as necessary if sooner;  
To highlight all potential conflicts of interest and these to be minuted at the meeting where it is noted; direct benefit should lead to stepping out of the discussion, and any application should be considered by means of open process; indirect or shared benefit is admissible subject to declaration; ISOG can exempt small financial considerations, eg.£1000, subject to accumulation.
- d) To have a 'duty to respond - see 'Duty of Reply' below

- e) To abide by the requirements, expectations and processes as outlined in the ISOG TOR, including the Code of Conduct.
- f) To raise any serious concerns about ISOG through the Chair.

### Sub-groups

Where it is agreed as necessary, sub-groups will be used to progress specific agenda items, bids, tenders or responses to specific issues. The need for a subgroup and the membership of subgroups shall be agreed at meetings or through a mailing to all ISOG members.

The conditions (times, duration, attendance, etc.) under which a sub-group shall meet will be agreed by sub-group members. Reports of subgroup progress should be given at each meeting.

Where appropriate (i.e. bids/tenders etc.) the authority to make decisions shall lie with sub-group members. On other issues final approval should be given by the wider membership.

### **Completion of a task**

Any member who commits to carrying out a task for/on behalf of ISOG should ensure it is carried out within the agreed timescale. If they are unable to do so, they must raise it with the group or the Chair before the deadline is reached.

### **Duty of Reply**

Membership requirements include a commitment to communicate and respond to other members or group messages.

When information is shared and a response requested all members should endeavour to provide a reply (in the requested format) in the required timeframe. If members are unable to reply in the form or time requested then a brief reply should be provided stating this.

**A view will be taken from those members who do reply, if a member does not reply then they should accept and abide by the majority view or decision.**

### **Communications**

An annual schedule of meetings will be produced at the start of each year and circulated to members. Between meetings the group will use email or the ISOGnet as its primary communication method.

## **Meetings:**

1. Members will meet approximately every 6 weeks as per agreed schedule.
2. The meetings will be serviced by the current elected Chair (Vice-Chair if Chair absent)
3. The Agenda to be co-ordinated by the Chair, who will invite agenda items from the members
4. Papers to be circulated, normally, one week before each meeting
5. Additional items to be tabled only if absolutely necessary and by prior agreement
6. Minutes for meetings will be prepared and circulated once they are approved by the Chair – members should provide amendments in advance of the meetings if possible.
7. Decisions at meetings will be made on a majority of those present and voting, a quorum of 6 is necessary for any decision to be made. There is no casting vote for a meeting Chair.
8. Decisions taken at meetings will be considered to represent the view of ISOG unless those present feel a view from absent organisations is essential

## **Election of Chair/Vice-Chair:**

The Chair and Vice Chair will be appointed every 12 months.

### **Process:**

1. Nominations for the Chair and Vice-Chair will be invited from ISOG members (not their representatives) and these can be self-nominated.
2. There shall be a confidential email/postal vote carried out with all ISOG members (regardless of the number of nominations received). The candidates receiving the most votes by the agreed deadline will be the Chair and Vice Chair.

NOTE: If only one nomination is received, members will be asked whether they wish to have the nominee as an Officer. In order to become an Officer the nominee should gain the 'yes' vote from the majority of ISOG members replying by a given deadline.

## **ISOG Chair's/Vice Chair's Responsibilities (Vice Chair stands in when Chair is not available)**

### **General responsibilities**

- To ensure that ISOG complies with its Terms of Reference and any other relevant legislation or regulations

- To ensure that ISOG pursues its mission and aims and as defined in its Terms of Reference
- To ensure ISOG applies its resources exclusively in pursuance of its objectives
- To safeguard the good name and values of ISOG
- To provide a leadership role for ISOG and raise any issues concerning ISOG

**The role of the chair is to:**

1. Prepare the agenda for meetings and planning of the annual cycle of meetings (with the support worker).
2. Chair meetings, bringing impartiality & objectivity to decision-making and monitoring that decisions taken at meetings are implemented
3. Represent ISOG and speak on its behalf (or lead on the appointment of a representative through the recognised process to carry out this role in specific instances).
4. Maintain an overview of ISOG and its work
5. Lead, produce ideas whilst ensuring adherence to ISOG values and principles
6. Support, encourage and develop the membership, including resolving any issues that may arise.

**Chair's/Vice Chair's person specification**

- From a ISOG Full Member organisation
- Has a good working knowledge of the type of work undertaken by ISOG and wide involvement with the voluntary sector and other networks
- Commitment to ISOG in its group identity, objectives and working philosophy
- Willing to devote the necessary time and effort
- Strategic vision

- Good, independent, judgement, impartiality, fairness and the ability to respect confidences
- Ability to think creatively and provide direction (and where necessary leadership)
- Ability to work effectively as a member of a team
- Willing to work within Nolan's seven principles of public life: selflessness, integrity, objectivity, accountability, openness, honesty and leadership.
- Experience of committee work and facilitating debate
- Good communication and interpersonal skills

## **Actions/Activities 2008-11:**

### **1. Strategic**

- Develop a common vision for infrastructure services in the district over the next 5 years (as part of part of a wider VCS Strategy)
- Contribute to relevant strategic partnership work, putting the case for mainstream resources to be made accessible for all communities.
- Engage with CBMDC, tPCT and other partners in considering new commissioning and procurement models
- Provide digests of strategic documents for wide dissemination
- Contribute to the development of a VCS strategy for the district in collaboration with the sector
- Review and refresh current district ISO plans to ensure they reflect the needs and aspirations of all communities in Bradford and the sector.
- Analyse information in recent reports, at conferences etc on improving services to VCS organisations and assess the practicality and the costs of implementing changes
- Examine ways of maintaining representation in newly evolving structures – such as developing a district wide VCS scrutiny body, a local community foundation or a local Third Sector Partnership Board and take advantage of Strategic Partners grants programme to facilitate this

### **2. Communication/Network**

- Extend and develop the collaborative work of ISO members and explore further similar opportunities including pooling of resources, investment opportunities, joint funding strategies & skills sharing
- Maintain good communication channels between ISOG members – through the e-mail network, website links, meetings, articles for newsletters etc
- Write regular articles for Briefing Bradford & other newsletters on the work of the ISO group
- Lead or help to organise a VCS conference annually and maintain the number of seminars, briefings and network meetings
- To support the continuation and development of DIVA
- Annually review the Directory of ISO and plan revisions/re-production
- Maintain and extend the current level of representation and linkages on local, sub-regional, regional and national bodies,

### 3. Training

- Organise workshops on business planning for ISOG members
- Support and continue to develop ISOG worker networks and to provide joint training opportunities for ISOG and other VCS workers as appropriate.
- Encourage partnerships to provide induction training for VCS representatives

### 4. WYLDA

- To undertake the list of Services which WYLDA have proposed:
  - a) Strategic Engagement Project (SEP) review and mapping
    - Review - reflect the outcomes of the SEP back to district consortia members
    - Mapping, updating and consolidating the strategic partners in the district.
  - b) Mainstreaming Equalities subgroup
    - Ensure that at least 1 appropriate member of the district plays an active part in the development of WYLDA's new subgroup
    - Ensure 2 way communication and engagement between the subgroup and district consortium members
  - c) Two way communications
    - Ensure 2 way communication and engagement between the WYLDA Executive group and district consortium members.  
This includes:
      - Circulating WYLDA Executive bulletins in an accessible manner
      - Delivering relevant and appropriate district reports to WYLDA
  - d) Infrastructure investment
  - e) Partnership work with 3 WYLDA Modernisation Projects
    - Appropriate engagement in Modernisation Project activities, to ensure that the projects have a positive impact on the district
  - f) Partnership working with Improved Reach WY BME Networks Project
    - Appropriate engagement in activities of the WY BME Networks project, to ensure that the projects have a positive impact on the district
  - g) Support of other projects in line with WYLDA's strategic aims
  - h) Co-operate with Fit4funding to provide monitoring information on activities and finances

### 5. Activities and Services

- Develop a marketing presentation to promote ISO members and services and present this to strategic partners

- Continue and extend the work of Community Centre Support Officers, Voluntary Sector Support Officers and development workers in specialist ISO organisations and CNet
- Ensure a network is sustained to build skills and effectiveness across the district in order to support ISOG's aims/objectives

## Appendix 2

### Membership list

Current members are:

- Action for Black Community Development (ABCD)
- Shipley & Bingley Voluntary Services
- Bradford Alliance on Community Care (BACC)
- Bradford Community and Voluntary Service (BCVS)
- Bradford Resource Centre and Community Statistics Project (BRC)
- Fit4Funding
- CNet (Bradford & District Community Network)
- Consortia of Ethnic Minority Organisations (COEMO)
- Equity Partnership (EP)
- Ilkley & District Council for Voluntary Service (ICVS)
- Keighley Voluntary Services (KVS)
- Keighley and District Volunteer Centre (KVC)
- Pay & Employment Rights Service - Yorkshire (PERS)
- Volunteering Bradford (VB)
- West Yorkshire Community Accountancy Service (WYCAS)
- Yorkshire Rural Community Council (YRCC)