

Strategic Senior Officer Group

31 October 2007

VCS Infrastructure Support Services

Report of VCS Consortium

Purpose of Report

1. To seek the views of SSOG on the proposals in the Leicestershire VCS Infrastructure Support Services Draft Strategic and Delivery Plan 2008 - 2014.

Background

2. At its February 2007 meeting the Group considered a report from the VCS Consortium concerning the function and organisation of infrastructure support in Leicestershire. It decided to consult on the options set out in the report.
3. The results of this consultation were set in a report to the May meeting of the Group (see http://www.leicestershiretogether.org/may07_ssog_vcs_infrastructure.pdf) when it was agreed:
 - (a) That it be noted that the Voluntary and Community Sector was seeking to devise a proposal for a "hub and spoke" model maximising the best possible support for Voluntary and Community Organisations at local level but that this had additional costs that were unlikely to be met by local funding partners;
 - (b) That arrangements would be made for the voluntary and community sector to present a reasonably firm proposal to funding partners by the end of June. (It was noted that this might not be one that had unanimous agreement by the sector.)
4. Subsequently the VCS Infrastructure Consortium was required by the Government Capacitybuilders programme (in order to access ChangeUp funding) to prepare a strategic plan to set out a high level vision for infrastructure support services covering both the County and the City. It was agreed that the structure issue would best be considered further within that context.

The Strategic Plan

5. The main report is appended (the full Plan including Appendices can be viewed at <http://www.voluntaryactionleicester.org.uk/valnews/consultation.html>). The main points are:

- (a) The plan is out for consultation until 27th November and sets out a high level vision and three possible delivery models.
- (b) Consultees are asked to consider 7 consultation questions including which delivery model is preferred (page 4).
- (c) Three outcomes (and the activities to achieve them) are identified (pages 11 – 13), with more detail about what this could mean in appendix 5:
 - Outcome 1: Frontline voluntary and community sector organisations will be operating more efficiently and effectively, improving their capacity, quality and reach to improve their impact on individuals and communities.
 - Outcome 2: by 2014 frontline VCS organisations' and groups' voices will be heard by all appropriate strategic bodies and partnerships and will be actively influencing and shaping future strategies, policies and practices.
 - Outcome 3: by 2014 VCS infrastructure support services will be planning and delivering effective and value for money services based on information about performance and users' needs.
- (d) Those activities that are sub regional or local are identified, with the balance of staff and resources in each changing according to the models (pages 13 – 15 and 21 -22). For all models sub-regional delivery includes more complex services for larger organisations, research, policy analysis and coordination of consultation and representation, as well as strategic development of infrastructure services themselves and coordination of local delivery to ensure comprehensive, consistent and quality services. There will be staff based locally delivering small groups and volunteering support and sub-regional staff will also deliver services locally; a user needs survey is being undertaken to confirm types of services and methods of delivery.
- (e) The three delivery models are hub and spoke, one county wide organisation and one city and county wide organisation. Staffing models are set out for each (pages 15 – 18) based on existing funding from the County Council, the PCT and some of the District Council funding giving an estimated total of around £1.1m (page 19).

Comment

- 6. All of the options would mean a loss of funding from existing organisations including the 7 Voluntary Action bodies. As well as providing infrastructure support these bodies also provide a range of

projects and it will be important to ensure that this activity can continue through the transitional phase. Once the new infrastructure support arrangement is in place, a second phase of work should be to assess the pattern of project delivery against priority outcomes and for value for money.

Recommendation

7. It is recommended that:
 - (a) SSOG gives initial consideration to the Plan.
 - (b) each agency gives further consideration to the Plan and sends responses against the seven consultation questions to Andy Robinson by 8th November.
 - (c) a report is prepared for the LT Board on the 19th November.

Officer to Contact:

Andy Robinson

arobinson@leics.gov.uk

0116 305 7017

Leicestershire Voluntary and Community Sector Infrastructure Support Services

DRAFT STRATEGIC AND DELIVERY PLAN 2008 – 2014

October 2007

Contents

Contents.....	1
Consultation.....	3
Introduction	6

Context	6
Key policy drivers.....	8
Implications for infrastructure support services	9
Outcomes and objectives for 2008-14	11
Geographic levels of delivery	13
Delivery models	15
Appendix 1 ~ context	22
Appendix 2 ~ key policy drivers	27
Appendix 3 ~ Leicestershire infrastructure organisations	34
Appendix 4 ~ delivering the outcomes	35
Appendix 5 ~ geographical location of activities	42
Appendix 6 ~ staffing and costs of the models	48

Consultation

Purpose of this draft strategic plan

This draft strategic and delivery plan forms part of a consultation taking place between October and December 2007. It sets out our high level vision for how infrastructure support services in Leicester City and Leicestershire will develop to 2014, and three possible models for delivery. Consultation questions are below.

This plan could involve quite radical changes to infrastructure support services, particularly in the county, and so Leicestershire Infrastructure Consortium is keen to consult widely to make a decision. Key challenges include:

- * Ensuring that services are delivered consistently and flexibly to meet users' needs.
- * Developing more complex services for larger organisations or work in specialist fields.
- * Ensuring that research, policy development and representation is effective and able to shape future strategies and services.
- * Meeting the needs and including the voices of diverse communities and groups in our work.

The strategy sets out a vision for infrastructure services by 2014 in line with national requirements for infrastructure support services through the ChangeUp programme. In reality we are expecting to have made significant progress towards a new model by April 2009. A business plan to 2011 will also be developed by the end of this year setting out steps along the way.

We are seeking views through a number of mechanisms:

- * An online survey for frontline voluntary and community groups seeking information about future needs available at

http://www.surveymonkey.com/s.aspx?sm=Hp9UzVzCKG4xPdNyPne0xw_3d_3d.

- * Voluntary and community sector forums.
- * Working groups and events for infrastructure support services that develop the ideas in this plan into a full business plan.
- * Consultation with funders, individually and through funders' groups.

All responses should be sent by **Tuesday 27th November 12pm**, with the final plan published by the end of December.

Please send your responses to Becky Nixon, Infrastructure Consortium Project Manager, t: 0116 257 5057, e: becky.nixon@voluntaryactionleicester.org.uk

Consultation questions

1. Does anything need adding to the context or key policy drivers sections, and if so, what impact might this have on infrastructure services?
2. Are the vision, mission, outcomes and objectives the right ones? If not, what changes need to be made?
3. Are the sub-regional, district and sub-sectoral levels of delivery right? If not, what changes need to be made?
4. Which delivery model do you think is the best to deliver these services and why?
5. How do you think your chosen delivery model could operate to ensure (a) clear leadership, strategic direction and accountability; (b) a comprehensive, flexible, consistent, quality service across Leicestershire; (c) ability to engage with the procurement and commissioning agenda at a sub-regional level?
6. Can you suggest any improvements to your chosen delivery model?

7. Are there any particular priorities for areas of work or work with specific groups of people? If so, please identify why and how these could be delivered within budget.

Introduction

Vision

Our vision is for a vibrant and effective voluntary and community sector that enables people to be active in their communities to make Leicester and Leicestershire a great place to live for all.

Outcomes

By 2014:

1. Frontline voluntary and community sector organisations will be operating more efficiently and effectively, improving their capacity, quality and reach to improve their impact on individuals and communities.
2. Frontline voluntary and community sector organisations' voices will be heard by all appropriate strategic bodies and partnerships and will be actively influencing and shaping future strategies, policies and practices.
3. Voluntary and community sector infrastructure support services will be planning and delivering effective and value for money services based on information about performance and users' needs.

Mission

Leicestershire Infrastructure Consortium members will work together, to represent, promote and build partnerships with others to develop the sector by reaching more groups more effectively.

Context

Please see appendix 1 for more detailed information about context and a link to further resources.

The voluntary and community sector

Voluntary and community groups transform communities and the lives of individuals in numerous ways, for example:

- * Supporting people in need, from small self-help community groups to delivery of public services
- * Enabling people to come together to determine their own priorities for communities
- * Giving children and adults the opportunity to learn or to pursue interests and hobbies
- * Making neighbourhoods a cleaner and safer place to live
- * Providing cultural, leisure and sporting opportunities
- * Raising funds for services.

About infrastructure support services

Voluntary and community sector infrastructure support services are organisations and networks that play a supporting, co-ordinating, representation, policy-making and development role for other voluntary and community groups, including social enterprises. There are infrastructure support services at national, regional, sub-regional (e.g. county) and local level. The appendices contain more information about Leicestershire organisations; a full list with web links is contained in appendix 3.

About ChangeUp

ChangeUp is a 10-year programme to improve the quality and reach of infrastructure support services to the voluntary and community sector to improve the effectiveness of the sector overall¹. It is coordinated by Capacitybuilders² with funding and projects at national and local levels.

About Leicestershire Infrastructure Consortium

Leicestershire Infrastructure Consortium was formed in 2004 to deliver ChangeUp priorities across Leicester City and Leicestershire and to work together to plan and deliver infrastructure services across the sub-region. An infrastructure investment plan was developed in consultation with stakeholders during 2004. Work was then carried out in a number of areas including mergers of councils for voluntary service and volunteer centres to create Voluntary Action Centres; development of services in rural communities; development of work with black and minority ethnic (BME) groups; developing information and communication technology (ICT), human resources, and volunteer centre services.

About Leicester City and Leicestershire

There are big differences within and between the county and the city. A recent meeting of the Consortium identified significant and rapid demographic change as a characteristic of the area. This includes new communities, for example of asylum seekers and refugees in the city and migrant workers from Eastern Europe in the county as well as changes to the south of the county due to the increasing influence of London and developments around the former coalfields in the north.

The city has a population of around 289,000³ and is home to a diverse range of people, over a third of people are from black and ethnic minority communities, particularly of South Asian, African-Caribbean or African descent. There is a higher than average proportion of young people. Leicester City is a unitary authority.

¹ Original ChangeUp report at http://www.cabinetoffice.gov.uk/third_sector/voluntary_and_community/changeup_and_capacitybuilders/

² www.capacitybuilders.org.uk

³ Figures from Mid-2006 Population Estimates, ONS

There are around 635,000 people in the county, much of which is rural. The quality of life overall is good, with some pockets of deprivation. There is also an increasingly ageing population; over 65s are forecast to be a quarter of the population by 2028. Leicestershire is a two-tier authority, with a county and district councils.

About the local voluntary and community sector

Some work on demand for services was undertaken in order to produce the Infrastructure Investment Plan in 2004⁴. This consultation will be repeated throughout October and November 2007. This found that there was a high demand and usage of infrastructure services although smaller groups were less likely to use services than those that are more developed.

Key policy drivers

Some of the key policy drivers affecting the voluntary and community sector as a whole as well as infrastructure organisations that inform considerations about service delivery. Appendix 2 contains a fuller exploration of these issues and links to further resources.

- * **National Government policy**, in particular the recently published *Third Sector Review* report⁵.
- * The **modernisation of local government**, increasingly acting as commissioners of services, through multi-agency partnerships rather than delivering them itself.
- * **Local area agreements** delivering national outcomes in a way that suits local communities.
- * The **delivery of public services**, shaping commissioning processes and providing services.
- * **Neighbourhood management** with greater devolution of decision making to neighbourhood level.
- * Responding to the higher profile of **volunteering** and different needs of volunteers.
- * **Community cohesion**, bringing communities together and ensuring that there are similar life opportunities for all.
- * Helping the sector to **generate income** in a changing and more demanding environment.

⁴ See

<http://eastmidlandsinfrastructure.org.uk/documents/leicestershire/Leicestershire-InfrastructureInvestmentPlan-Sep04.doc>.

⁵ Available from

http://www.cabinetoffice.gov.uk/third_sector/third_sector_review/final_report/index.asp

- * Contributing towards **economic development**.
- * Meeting **customer expectations**.

Implications for infrastructure support services

Diverse communities

The Consortium needs to ensure that it meets the needs of diverse communities in a way that encourages community cohesion. Reaching groups in the more remote rural communities may mean thinking about using technology or developing partnerships with other agencies already working in those areas. Outreach to some of the more deprived inner and outer city estates in Leicester is likely to need prioritisation of resources. BME communities may also need outreach and targeting of services, which may be different in nature in the city than the county. There is a need to make sure that services are relevant to all and draw in other groups including young people, older people, disabled people, and lesbians, gay men and bisexuals.

Shaping the future

National government and local agencies policies offer clear opportunities for the voluntary and community sector to be able to shape and influence policy and delivery in the future. The sector offers a mechanism for local people to be able to participate in decision making in an informed and meaningful way as well as having the trust of communities to be able to deliver services including to people that public bodies find hard to reach.

In order to be able to influence at this high-level there is a need to ensure that representatives have the necessary knowledge, skills and abilities to be able to effectively negotiate on behalf of the sector. This will require individual development as well as appropriate structures that ensure two-way communication with the sector for the representatives to remain credible. We need to be flexible to be able to anticipate and pick up new and under-developed work, such as the procurement and commissioning agenda, neighbourhood level working, economic development and income generation and enterprise.

Delivering public services

Commissioning and procurement is already a reality for many services and is likely to expand over the coming years. There is a need to ensure that groups are able to feed in to the commissioning process. This includes making the case for the need for small scale specialist contracts where these are appropriate to the type of delivery, for example in particular neighbourhoods or with people that might be hard to reach for larger agencies. For those that are interested in service delivery there is a need to develop tendering, negotiating and contracting skills, manage collaboration and competition within the sector and to develop consortia for joint tendering and contracting.

Meeting the needs of frontline groups

Infrastructure support service providers need to be clear about the needs of the groups we work with. This includes the types of services that are required as well as the way in which they are delivered. We need to:

- * Make sure that people get to the support that they need following the first contact, however that is made.
- * Provide face-to-face services that reflect people's patterns of travel, which may cross district or city/county boundaries.
- * Make best use of the resources that are available to us. This means looking at how technology can deliver services efficiently and effectively at a time that our users need us.
- * Link in to national and regional support and plan and prioritise our resources to work with those most in need of help.
- * Learn from each other and share resources so that there is no unnecessary duplication.

With drivers for volunteering likely to change over the coming years, support needs to be provided to volunteer involving organisations and groups that helps them to anticipate these changes and offers experiences that are likely to be attractive to people, for example offering qualifications and experience that will help people into work or offering more flexible opportunities.

For the larger groups we need to make sure that we are able to deliver the more complex services that they will need to meet their challenges, for example around strategic planning, workforce development, performance management or ICT.

Sub-sectoral needs should also be identified and be met either through direct provision or by knowledge of and signposting to sources of help outside of Leicestershire.

Leadership and strategic direction

The task ahead will need clear leadership, accountability and strategic direction, informed by a governance structure that reflects different communities of place and interest and regular dialogue with frontline groups through a range of mechanisms.

Valuing and developing our workers

Like much of the voluntary and community sector, infrastructure services rely on the knowledge, skills and commitment of workers, whether paid or volunteers. We need to provide them with formal and informal opportunities to learn and space to develop innovative policy and practice as part of a team that will ultimately improve the service that we provide.

Outcomes and objectives for 2008-14

See appendix 4 for more detail about the delivery of these.

Outcome 1: Frontline voluntary and community sector organisations will be operating more efficiently and effectively, improving their capacity, quality and reach to improve their impact on individuals and communities.

We will do this by:

- 1.1 Creating a seamless service for the city and the county so that all groups are able to access information, signposting and support simply and at a time and in a way that suits them following their first contact.
- 1.2 Establishing a seamless service for potential volunteers for the city and county so that they can access information about opportunities.
- 1.3 Providing access to facilities and start up and capacity building advice to small groups, for example around governance, business planning, small grants, volunteer management and developing volunteering opportunities through a range of mechanisms.
- 1.4 Where face-to-face support is needed for groups or for volunteers, including individual consultancy or interviews, training or workshops, or access to written information, we will develop a network of outreach locations.
- 1.5 Providing more in-depth support coordinated sub-regionally for larger and developing organisations including consultancy and training support to local infrastructure support workers, coordination of workshops, training and forums, compilation of information and resources, and one-to-one or group consultancy support in priority areas. Areas to include:

* Performance improvement	* Financial management
* Governance	* Crisis support
* Leadership	* Workforce development
* Strategic and business planning	* Income generation, including procurement and enterprise,
* Equality and diversity	* Human resources
* Marketing	* ICT planning and development.
* Health and safety	* Developing volunteering opportunities in specific sectors
* Management	
* Volunteer management	

Outcome 2: by 2014 frontline voluntary and community sector organisations' and groups' voices will be heard by all appropriate strategic bodies and partnerships and will be actively influencing and shaping future strategies, policies and practices.

We will do this by:

- 2.1 Coordinating voluntary and community sector networks and forums, either ongoing or time limited around a particular piece of work, to inform research, policymaking and representation.
- 2.2 Ensuring that the voluntary and community sector is able to directly influence policy development at all local authority and public agency levels.
- 2.3 Coordinating consortia where there is a need for joint planning or delivery of services.
- 2.4 Undertaking and commissioning research and policy analysis.
- 2.5 Supporting voluntary and community sector representatives at multi-agency partnerships for example to Local Strategic Partnerships or Local Area Agreement blocks.
- 2.6 Analysing of intelligence gained from monitoring, user needs, forums and networks to take a pro-active approach to policy development and representation.
- 2.7 Providing technical support in specialist areas to meet identified needs, for example health and social care, children and young people, learning and skills etc. to meet the identified needs of the voluntary and community sector, funders and other policymakers.

Outcome 3: by 2014 voluntary and community sector infrastructure support services will be planning and delivering effective and value for money services based on information about performance and users' needs.

We will do this by:

- 3.1 Ensuring that there is clear leadership, accountability and strategic planning of infrastructure services.
- 3.2 Undertaking targeted pieces of work with groups that are disadvantaged and/or under-represented amongst infrastructure service users.
- 3.3 Targeting support to where it is most needed, for example, groups that are able to use written resources or more appropriate regional or national support will be directed there in the first instance.
- 3.4 Ensuring that voluntary and community sector groups can access consistent services from a range of locations that cross city, county and district boundaries.
- 3.5 Ensuring that there is no unnecessary duplication of work either between specialists and generalists or between sub-regional and local workers.
- 3.6 Collecting monitoring and user needs information to allow more sophisticated planning and targeting of services.

- 3.7 Developing and implementing performance management systems to assure the quality of our work.
- 3.8 Implementing and workforce development strategy to improve the knowledge and skills of our workers, including paid staff and volunteers.
- 3.9 Prioritising work and refocusing resources if necessary to meet changing demands.
- 3.10 Developing a marketing strategy to promote the impact of the voluntary and community sector and infrastructure support services to raise our profile with key stakeholders.
- 3.11 Generating income for infrastructure services by offering training and consultancy to larger voluntary organisations, the public and private sectors and to organisations outside of Leicestershire.
- 3.12 Ensuring value for money, for example through the sharing of back office functions, identifying support in kind or through combining operations to take advantage of economies of scale. We will also look at whether we can deliver services in less resource intensive ways, for example through workshops and training rather than one-to-one support or through written documentation.

Geographic levels of delivery

One of the questions that the Consortium has been considering is which services need to be coordinated and/or delivered locally, e.g. in districts, towns and neighbourhoods, and which are coordinated and/or delivered sub-regionally, e.g. at county level or across the county and the city. Services can be coordinated at one level but provided at another, for example one programme of training courses could be developed for Leicestershire as a whole but delivered in a number of different locations according to demand.

The table below shows different levels of development, delivery and access to services.

Appendix 5 gives more detail in the following categories:

- * Small groups development
- * Organisational development
- * Volunteering
- * Technical support in specialist areas
- * Partnership, policy and representation
- * Access to facilities
- * Strategic development of infrastructure support services.

Sub-regional activities

Leadership, accountability and strategic planning
More in-depth support coordinated, including training, workshops, individual consultancy, written materials
Volunteering development in sub-sectors
Coordinating sub-sectoral networks and forums
Developing and influencing policy
Coordinating consortia for joint planning and delivery of services
Research and analysis of information
Supporting voluntary and community sector representatives to multi-agency partnerships
Providing technical support in specialist areas
Diversity and equality development
Coordinating the identification of user needs
Performance management
Coordinating workforce and organisational development of local or specialist organisations
Marketing and communications
Income generation through selling services
Delivery of back office functions
Providing technical support in specialist areas
More in-depth support delivered from sub-region, including training, workshops, individual consultancy
Specialist forums

Local activities

Access point for organisations and groups
Access point for volunteers
Start up, capacity building and volunteering development advice to smaller groups
Premises and access to facilities
Network of local outreach locations
More in-depth support delivered from sub-region, including training, workshops, individual consultancy

District or city forums for all voluntary and community groups in the area

Delivery models

Three delivery models are outlined below including staffing and cost. These focus mainly on delivery in the county, as most of the discussions around remodelling have concentrated on services in the county. However, it is still expected that infrastructure services covering the city and the county will be involved in joint business planning, which is likely to involve changes across city and county organisations.

The staffing structures are intended to illustrate the possibilities under each structure, and the detail will be subject to further discussion.

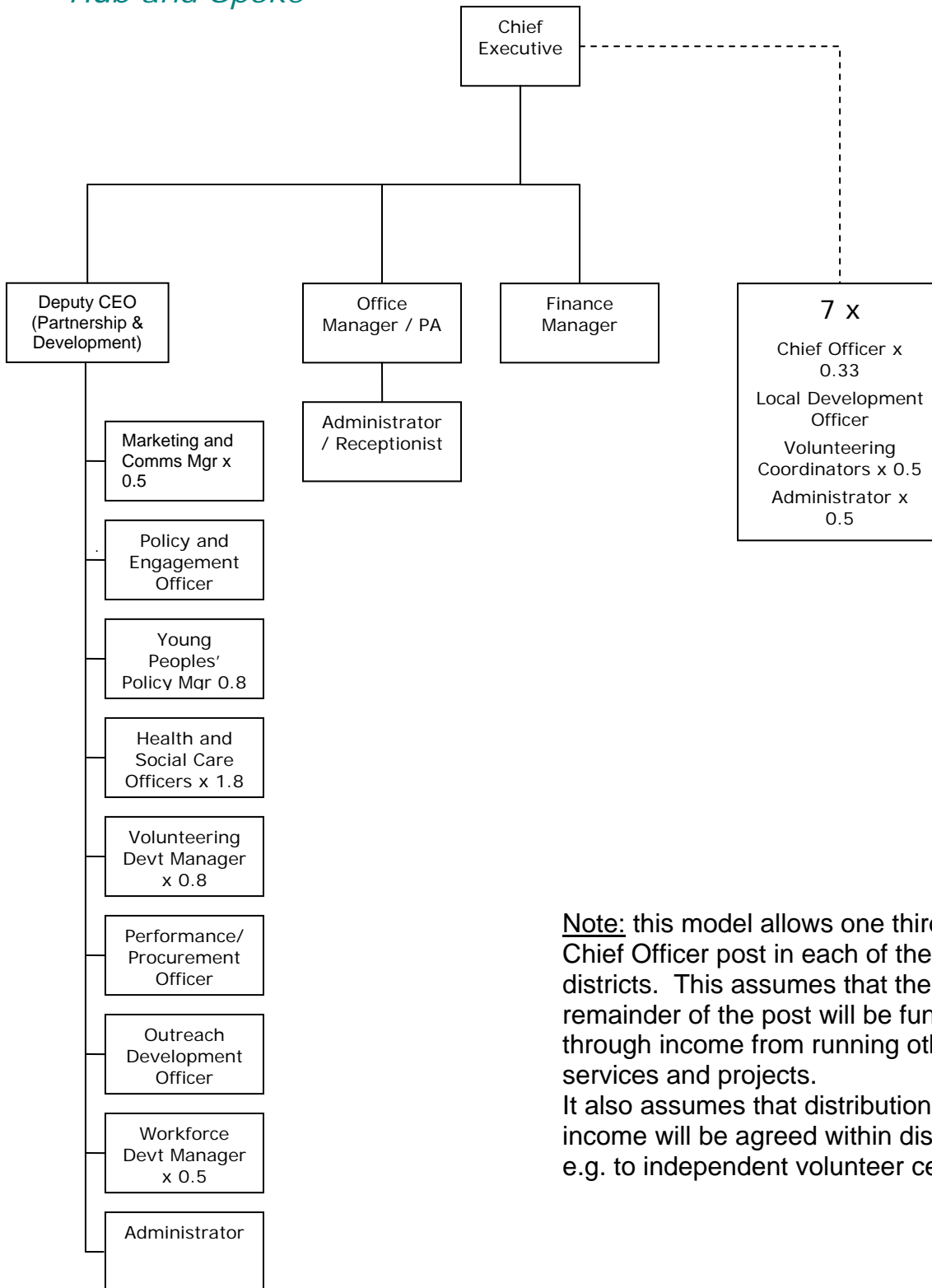
The first two structures are for the delivery of services only in the county and assume that delivery of infrastructure services in the city remains as it is, although it is likely to need to make changes to ensure that its strategy, policy work and services are aligned.

The third model incorporates city infrastructure services into it.

- * **Hub and spoke** with a central hub and separate organisations as the local spokes.
- * **One countywide organisation** delivering services across the whole county.
- * **One city and county organisation** based on resources for the city and county.

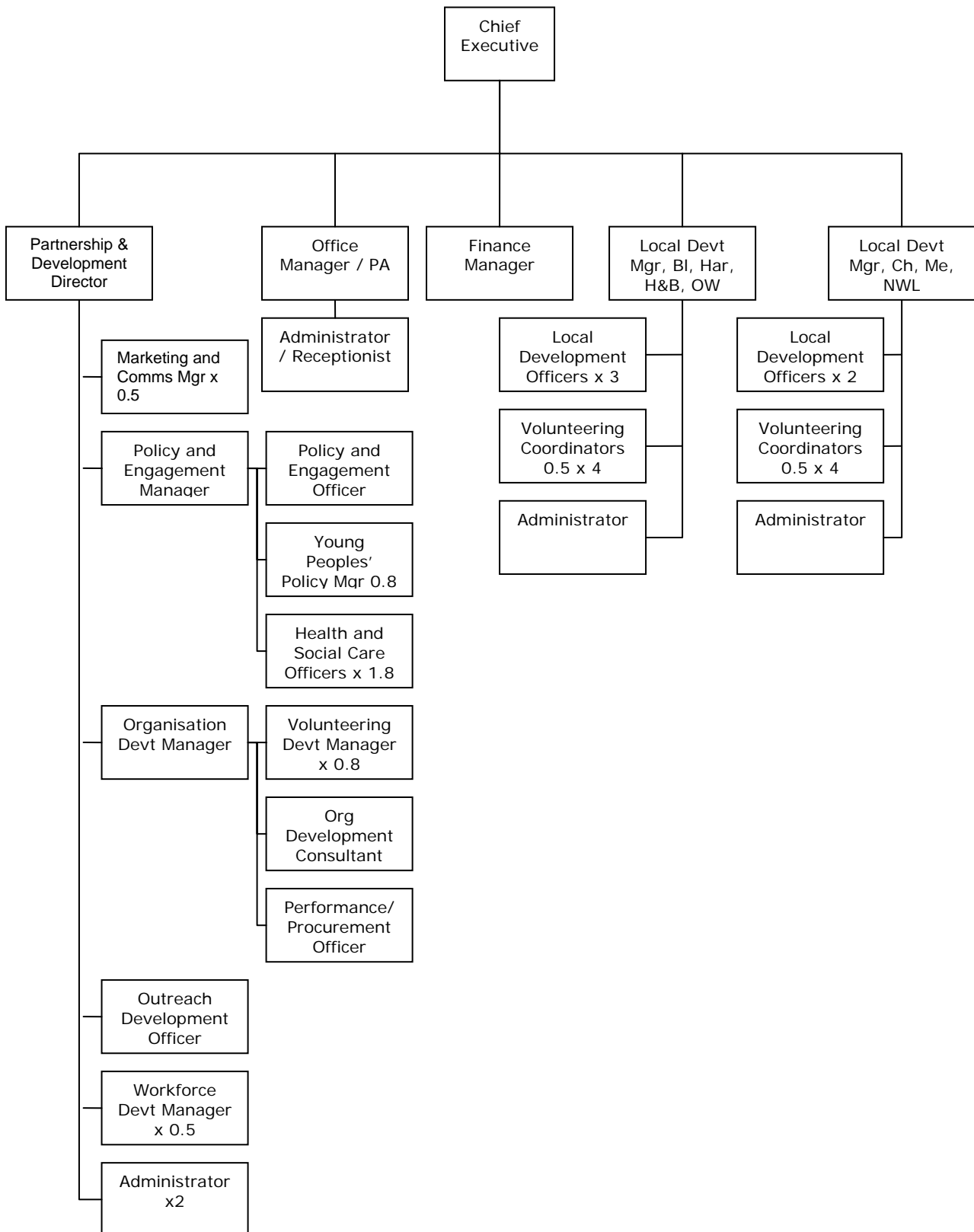
There is a discussion of the assumptions behind the models following the flowcharts, and further details about staffing in appendix six.

Hub and Spoke



Note: this model allows one third of a Chief Officer post in each of the districts. This assumes that the remainder of the post will be funded through income from running other services and projects. It also assumes that distribution of income will be agreed within districts, e.g. to independent volunteer centres.

One Countywide Organisation



Leicestershire Infrastructure Support Services Draft Strategic Plan

City and county delivery

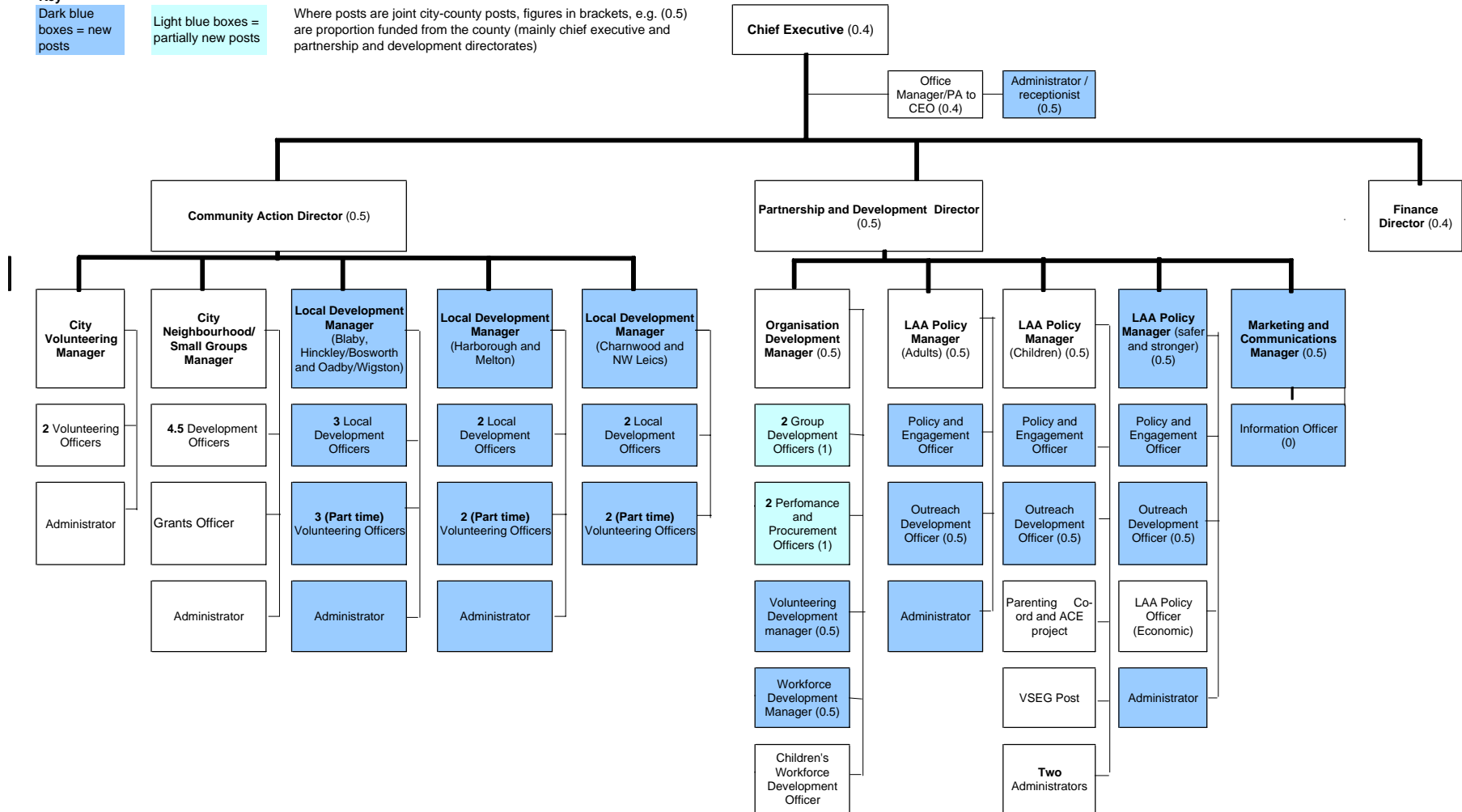
For easy comparison between models, posts in blue are new.

Key

Dark blue boxes = new posts

Light blue boxes = partially new posts

Where posts are joint city-county posts, figures in brackets, e.g. (0.5) are proportion funded from the county (mainly chief executive and partnership and development directorates)



Analysis of the models

Assumptions

Funding has been assumed at current levels from the County Council, Leicestershire PCT and some funding from District Councils⁶, giving a total of £1.1m. No other funding has been included. This is the ongoing sustainable money at present on which each model is based, although it is recognised that there may be some extra time-limited resources, for example from Capacitybuilders for set up costs or from the Big Lottery Fund via the BASIS programme.

In each of the models, on costs and pensions have been added to the salaries, as well as equipment costs of 1%, direct costs of 15% and accommodation at 5%. These might vary either way when the costs are looked at in more detail in relation to specific locations and organisations. There is a table summarising the staffing and costs in detail in appendix 6.

Sub-sectoral infrastructure

Sub-sectoral (specialist) roles, i.e. working with particular communities or specific areas of work, have been incorporated into the structure as part of the central organisation, although it is possible that these could be delivered by contract with specialist organisations on a project basis. There are specific health and social care and young people's posts, as well as some of this work being picked up by generic staff⁷ to ensure economies of scale and that it is properly incorporated into the structure as a whole. Rural policy work could also be undertaken as a specialism by one of the by generic staff with a Local Development Manager being given responsibility for good practice in rural delivery in the countywide and city and county models⁸.

There are between one and three Outreach Development Officers in each model whose role it will be to work with communities of interest and ensure that their needs are being met by infrastructure services.

Direct service delivery

It is recognised that at present the Voluntary Action Centres in the districts are delivering a mix of direct services and infrastructure support. This review is looking at the delivery of infrastructure support services only, but there is recognition that there is also a need to undertake a separate review of the direct services, for example gardening, transport or carers' schemes.

Business development may be needed to identify how direct services these can remain sustainable, for example through drawing in money through programmes aimed at community development and multi-use centres, shared delivery with public services, income generation including ensuring full cost recovery for

⁶ Total District Council funding is around £173k, although it is assumed that some of this will be for direct services rather than infrastructure support.

⁷ Including the Deputy Chief Officer/Policy and Development Director, Partnership and Policy Manager, Policy and Engagement Officer, Organisational Development Manager, Performance and Procurement Officer and Outreach Development Officers.

⁸ It is assumed that the Rural Community Council will continue in its rural community development role, for example Parish Plans, with its other funding for this work to link in through the Infrastructure Consortium.

projects and collaboration or merger with other local voluntary and community sector delivery organisations. Leicestershire County Council has identified that it will provide transitional funding if necessary throughout 2008-9 whilst a further review and development work takes place.

Hub and spoke model

This is based on local provision in the seven districts plus a sub-regional hub. One third of a Chief Officer's salary has been included for each of the localities, assuming that the other two thirds is made up from direct services funding. This is equivalent to around £82k per district, although this could be adjusted to allow for the different population sizes, geographical areas and/or deprivation measures.

The relationship between the central hub and the districts and lines of leadership, management and accountability would need to be clarified and established.

One countywide organisation

This is based on one organisation for the county employing staff working sub-regionally and locally.

It is expected that there would be some flexibility in delivery locations for these staff to meet identified need.

City and countywide organisation

This is based on one organisation for the city and the county together employing staff working sub-regionally and locally.

This option has been modelled as there could be significant overlap between a countywide organisation and provision in the city, and critical mass or economies of scale to be gained, for example on marketing and communications, workforce development, commissioning and procurement and more complex organisational development work.

The flowchart above for this model shows that some of the existing funding in the city has been redistributed and new posts created, so for example there is a new full time Workforce Development Manager with one half funded through city and the other through county funding.

It is expected that there would be some flexibility in delivery locations for these staff to meet identified need.

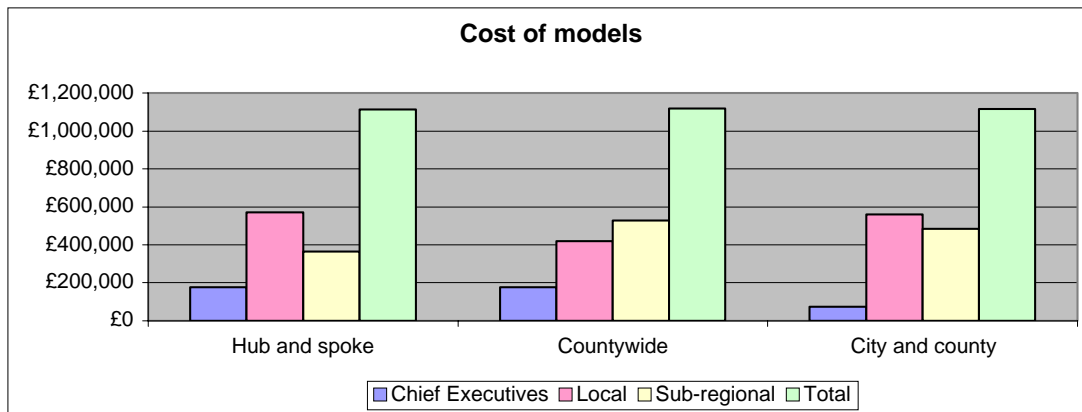
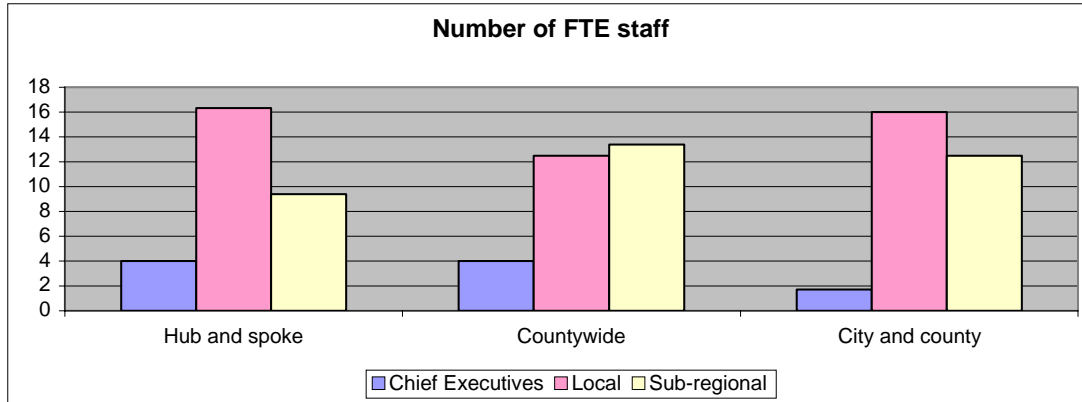
The tables and charts below illustrate the staffing and costs of each of these three models.

Governance

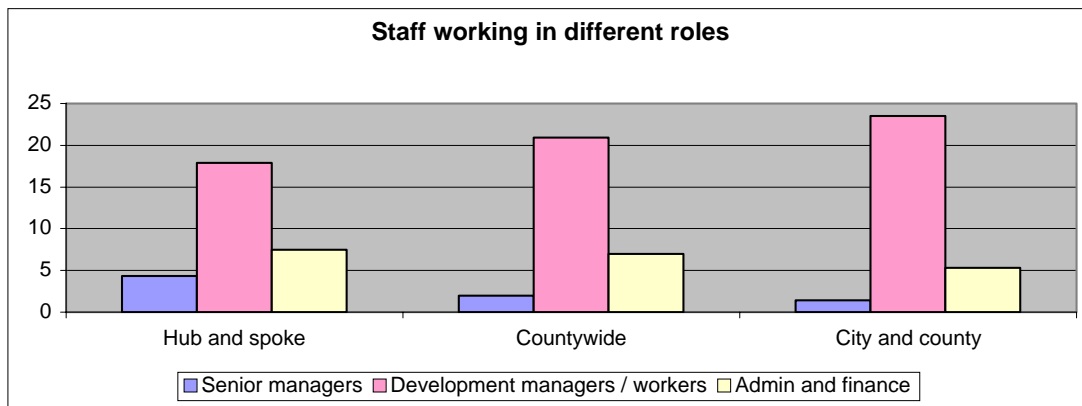
Governance of the sub-regional delivery body could be through geographical (i.e. district) and theme boards or networks to ensure ownership from different parts of the voluntary and community sector, with co-options to ensure a suitable mix of knowledge and skills. Board members would be drawn largely from frontline voluntary and community organisations.

Charts

The first two charts show the balance of staff and funding for the county side of delivery of the different parts of each type of organisation.



The chart below compares the number of full time equivalent staff suggested in broad role-types within the different structures.



Further developments

There are various areas that could be expanded on with more funding, for example:

- * A Learning and Skills post to coordinate the Learning and Skills Consortium with funding from the Learning and Skills Council.
- * Further Local Development, Volunteering Coordination, Procurement and Performance and Organisational Development staff

- * Increasing Marketing and Communications staffing in the first two models.
- * Increasing Workforce Development staffing in the first two models.
- * A Business Development Manager to generate income through contracts and enterprise.