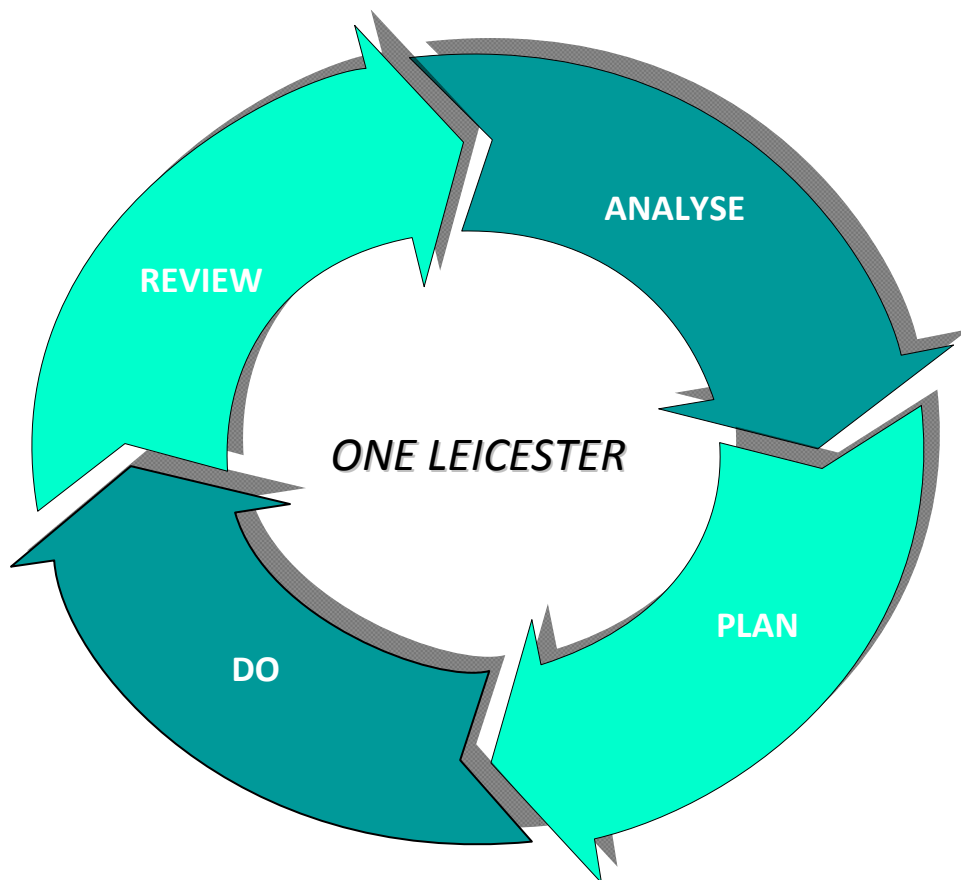




Strategic Commissioning and the Voluntary and Community Sector

18th March 2010, Tiger's Stadium, Leicester



10th May 2010

On 18th March 2010 Leicester City Council and the Leicester Compact held an event at Leicester Tigers Stadium for the Voluntary and Community Sector from across the city to consider the role of the sector in the Council’s new Commissioning Framework. The purpose of the event was to provide an opportunity for the sector to effect the way in which the Council approaches commissioning and to highlight the sectors role in helping the Council improve the outcomes for people in Leicester.

You can download this report and also get a copy of the slides from the presentations at the event by visiting:

<http://www.leicestercompact.org.uk/homepage/news/>

<http://www.oneleicester.com/leicester-partnership/commissioning/strategic-commissioning-event-18th-march-2010/>

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Introduction

In the summer of 2009 Leicester City Council set up a Strategic Commissioning Project Board to improve its approach to commissioning and to embed a One Council approach to commissioning across the Organisation.

Two of the key roles for the Board were to provide leadership around strategic commissioning and to develop and implement a corporate Strategic Commissioning Framework for the Council.

A Strategic Commissioning Framework, within which all Council strategies will be delivered, was agreed earlier this year and this seminar provided the VCS with the opportunity to inform and influence the way in which the City Council approaches commissioning by informing and engaging with the authority across the different stages of the commissioning cycle. The VCS have a dual role as ‘the voice of communities’ and also as providers of services.

This report sets out the views of those who attended the seminar “Strategic Commissioning and the Voluntary and Community Sector on 18th March 20102, and provides a perspective on the challenges and possible solutions to improving how the City Council approaches commissioning with the VCS, and also wider afield.

Central to the seminar was the collection of the sectors views and opinions, the availability of those views to wider audience and the promise that the City Council would use the information shared to learn lessons from. A key outcome from the seminar will be a report to the Strategic Commissioning Project Board, chaired by Sheila Lock, Chief Executive of Leicester City Council. Any actions arising from this would be shared with the sector via Voluntary Action Leicester.

The seminar covered the four cycles of the commissioning framework, beginning with ‘do’ as this was seen as the stage that the VCS had most knowledge of and was also the stage that they were likely to have most concerns about.

Analysis	Understand what you need
Plan	To meet the need
Do	Put your plans into action
Review	Check what you’re doing is working

Secure Service Delivery ‘Doing’

Tables were asked to address three questions:

- *What have been some of the challenges*
- *What do you see as the solution*
- *How can the VCS help to improve delivery*

Putting Your Plans into Action

The Challenges

Challenges regards having limited time to complete documentation, e.g. PQQ

- Deflects from organisations undertaking their everyday activities
- The main challenge was the complexities around the paperwork
- Having to pull tenders together at the 11th hour
- Small VCS organisations not having the capacity to complete documents, bigger organisations have an advantage
- Communication isn't given in advance or on time to allow the VCS to forward plan. Too often they find that the goal posts have moved mid-way, which causes several problems, which includes ensuring sufficient resources will be available when needed
- Issues with the length of time it takes to write tenders. It should not have to take a long as it does
- Keeping on top of all the opportunities available without stretching capacity
- Worries that quality will be compromised
- Placing contracts, un-rightly so as seen by sector *e.g. Holiday activities contract, under EU procurement rules and then only 3 weeks to plough through and respond to 145 page document*
- Having sensible timeframes that take account of 'busy' periods for providers

Challenges with regards to working in consortiums

- Smaller organisations struggle to win contracts but have the expertise, though some felt smaller niche groups were a long way from the bidding stage
- Achieving growth amongst the VCS without compromising delivery of services
- While smaller organisations may be missing out on opportunities, working in consortiums could mean working with organisations that don't know each other and who possibly compete against each other
- Massive cultural shift is needed as we are expecting providers to work together where there may be trust issues and timescales issues (getting the consortia organised)
- Partnership consortium development is difficult

Challenges with regard to balancing risk

- There is an over emphasis and imbalance on the risk versus reward. The amount of work involved doesn't always equate to the financial reward. Also the contract value may be only £4,000 even though the level of paperwork remains the same
- Price of contract – the value of the tender should be indicated at the beginning of the process. This would avoid bidding blind

- VCS needs to having the true price/length of the contract – full cost recovery
- The public sector is to risk averse
- Uneven approaches to financial reporting - are these issues around trust?

Challenges with regard to balancing cost and quality

- Focus of procurement should be to promote added value of local based services. Strong view that recent tendering exercises have been dominated by national organisations. Anecdotally other local authorities have parcelled up contracts in smaller monetary values so as not to exclude VCS
- Tenders not sufficiently weighted towards quality. Price seems to be the principle consideration
- Process seen by VCS as compromising quality for cost
- Professional indemnity cover increased to £5 Million which is hard for small VCS to secure
- Some organisations are very good at writing and winning contracts but may not be as good at good service delivery

Impact on small VCS organisations

- Overall it was seen by many that attended that many practices by the City Council have an adverse effect on the small VCS organisations, and that this needs to be recognised and minimised were possible
- VAL dialogue with VCS not clear – do not cascade down to smaller groups
- Smaller organisations struggle to win contracts but have the expertise
- High level writing skills needed for tender writing creates barriers for organisations in deprived communities where writing skills/literacy are lower
- Online systems for tenders are sometimes a barrier

Challenges with regards to engaging and communicating with the VCS

- Too many groups and partnerships making it difficult to know who to speak to and where decisions are made
- Specifications need to be improved and developed with the involvement and in consultation with people on the ground to avoid problems
- Accuracy off information at meetings regarding commissioning *e.g. Holiday Play Scheme commissioning process*
- No feedback after the process. Should be constructive. Commissioner to invoke the 10 day feedback/challenge period
- Once a decision is made it is difficult to challenge and effect change
- Funding needs to be attached to enhance VCS engagement i.e. capacity building. Infrastructure needs to be in place to support VCS strategic engagement role
- Uncertainty around how the VCS can access the council's strategic planning processes and concern around lack of capacity to do so
- Ensuring VCS engagement fits into the neighbourhood working model
- The VCS being informed at the very last minute that their contracts are to continue, which doesn't give them time to do their own planning and inform their own service users.
- *Housing VSC rep: LCC don't keep to their word about when things will happen they change the deadlines without any consultation, which makes it difficult to plan their own services.* It doesn't help their relationship with the council and prevents them planning. In addition, when a TUPE situation

arises (after a bid has been lost and staff are being transferred to the new provider) keeping to timetables is absolutely essential – staff feel demotivated and leave – if there are delays to the process this only makes it worse and they are difficult to retain.

- The City Council should plan and be consistent and tell VSC what is happening and when
- Service delivery groups – council departments should co-ordinate and rationalise planning groups

Challenges around supporting VCS in commissioning

- Lack of support for the VCS when having to deal with more than one service area - *Barnados point of view: Have to work with both Young Carers Service and Adults Services, however, due to lack of joined up services its proved to be difficult having to communicate with both services separately and 2 services doing different things – inconsistent*
- Difficult for VCS groups to get onto the approved list of contractors
- Children's services attend advisory/operational meetings – how do voluntary organisations link in groups already engaged in different needs assessments
- VAL role compromised – can't challenge local authorities as funders (beholden to commissioners)

Challenges around the perception of using large organisations

- Neighbourhood renewal – larger organisations winning contracts. Unfairness in tendering process, favours large volumes organisations. Contract often asks for lengthy track record and experience
- Perception within VCS that it was better for local authority to manage just one provider, than local grassroots projects that are in touch with local communities
- Cost of procurement process is high - this sometimes means that larger contracts are awarded
- Competition from larger business sector organisations can squeeze out neighbourhood level organizations
- More funding allocated to procurement or contracts broken down into smaller chunks to give service more control and smaller organisations more opportunities

Challenges regarding the Pre Qualification Questionnaires

- Pre Qualification Questionnaires should be held valid for a certain amount of time to minimise burden of submissions for VCS (or submitting different PQQ's for different tenders)
- There is a lot of duplication here. Organisations are having to submit a PQQ to each different department they tender with

Challenges around Conflict of Interest

- Need to address the perception of 'conflict of interest' where partners who may later tender for a project are involved in the development of specifications. We need to have an open process for other providers to comment. However, the value of being able to influence the process was recognised

Challenges around Consistency

- Need to be consistent, join up services, stick to what has been said and communicate
- General lack of consistency in the way things work , e.g. procurement
- There are examples of good practice but this is uneven

Other Challenges

- Personalisation – can vulnerable adults always make informed choices?
- 30% of ASC service users need to be on personal budgets by 2011

The Solutions

PQQ Process

- Have minimum requirements or a separate questionnaire for smaller or inexperienced groups
- Package services in such way that promotes the importance of local services
- Develop some kind of *Kite Mark* for organisations that will avoid repeat or multiple PQQs
- Provide better support and resources for the PQQ process
- Set realistic timescales and timeframes for the process
- Having online account for providers to avoid them having to provide information more than once
- Introduce a preferred supplier model for the third sector to avoid duplication of information (see Newcastle)
- Have annual updates of PQQs rather than submissions every time, a database should be developed that flags up when updates required

Funding to the VCS

- Develop performance indicators around the proportion of contracts allocated to the VCS
- Monitor the proportion of contracts that are awarded to BME led groups

Service Specifications

- Greater emphasis placed on diversity and innovation to give the VCS a chance demonstrate its value
- Recognise quality as 'value'
- Ensure specifications are clear and appropriate
- Work more closely with providers to develop specifications – *'Marketing Warming Days' (PCT). Providers get together, develop specs, discuss problems and how best to resolve them*
- Introduce 'social clauses' into to specs, e.g. local knowledge, embedded in the heart of the community.
- Publicising feedback for comments was suggested as a solution to involvement of partners in the development of a spec and possible conflicts of interest. *Need to develop ways to get input without an organisation having an unfair advantage because they have already helped to shape the development of a spec*
- Reduce the value of some contacts and break into smaller chunks to enable smaller organisations to participate

- Greater services user involvement in procurement decisions and tender panels

Procurement Options and Process

- Use different procurement options to help safeguard local provision & knowledge/expertise, e.g. grant aid
- Put in place plans for forthcoming tenders so that providers know what is in the pipeline
- The Councils planning process should better identify cross-cutting and joint commissioning opportunities
- Have one contact (consistent and regular contact)
- Give people time and inform as early as possible regards changes (VCS have to deal with their front line staff and their moral)
- If the VCS don't win a contract, build in within the process feedback on why they failed, especially for local VCS

Setting up Consortiums

- Developing consortiums would help increase the number of services delivered by the VCS, but this needs to be supported by the Council or VAL, e.g. a directory of services interests
- Host a speed dating event of providers to assist matching
- National organisations could help local organisations to work more collaboratively on tenders. However, money is a hindrance, is there any way the Council could help link groups

General

- More knowledge and awareness of the whole process to be provided to the VCS so that they know how to best engage
- Information around the City Councils process to be better shared
- Review the role of VAL in supporting the VCS
- Less meetings and better coordination. Leicester Partnership or VAL to look after an online calendar of partnership meetings logging where relevant discussions to the VCS were being held
- City Council should be more open with the sector and consult more often with providers to effectively resolve issues, e.g. provide regular email bulletins
- Help the sector get back to being more open and sharing good practice, competition to win contracts has got in the way
- Invest in participation/service users involvement to better inform strategies/plans decisions
- Ongoing dialogue between VCS & commissioners needs to get to operational issues

How the VCS Could Help Improve Delivery

- By working together to undertake analysis – VAL or the City Council could coordinate
- Build a greater sense of belonging amongst the sector. The compact could be used for this with the help from VAL

- Promote the Compact more and get the VCS to sign up. The sector should be able to challenge the council via the Compact and develop it with the council and VAL
- Improve monitoring methods and how they report outcomes, especially recording and reporting on soft outcomes
- Better communication about what the sector is delivering and better marketing and public relations to help raise profile. Can VAL assist with this and in bringing similar organisations and people together
- Work with other sectors to look at opportunities for shadowing between sectors so there is a clearer understanding on the different demands
- Avoid complacency
- Ensure good partnership commitment and making it work
- Consider having a 'buddy up' system across VCS organisations to deliver services. This could be a consortium approach to bid into the delivery process
- Identify areas where organisations outcomes overlap with commissioner's outcomes and seek to deliver services where appropriate
- Help facilitate service users involvement in tender process - *Could this happen through VCS assembly*
- Training for public sector colleagues about understanding the VCS and commissioning and the Compact
- VAL should promote and publicise organisations more – Newsletter- web section

Analysis – Understand What You Need

Tables were asked to address three questions:

- *What you understand the theme to mean*
- *How can you input as a group/organisation*
- *What role can/should the VCS play*

Understand the needs & aspirations of service users, communities & the wider population

How can you input as a group/ organisation

- Provide a grounded assessment of what should be delivered in their community.
- Help to building capacity in the community
- Being involved in the development of the Specification, involving service users on the Evaluation Panel, evaluating softer outcomes and providing data to the City Council
- Users of the services should be involved in analysing soft and hard data
- Undertake consultation on behalf of commissioner, VCS has better knowledge of needs, which should lead to better contracts compliance/monitoring

What role can the VCS Play

- Being more involved in discussion and around commissioning
- Challenging the council regarding its use of information gathered by VCS and how it is used in the review of services
- *The City Council needs to use the information and data that has been collated as part of the regular monitoring of contracts and evaluation, review stage including lessons learnt and good practice, to help inform their analysis*
- Work with providers to ensure decisions are made with VCS at each stage of the commissioning cycle
- Get providers to share data between sections/departments. This would lead to better planning
- *Neighbourhood Forums provide a forum for gathering local data/intelligence. Needs to have wider community interests at heart and not just one voluntary organisation*
- VAL should develop local directory, which provides information mapping local services – existing database felt to be inadequate
- *Highfields produced local directory / networks. Recognised that they do become out of date quickly.*

Other

- Need to ensure local projects/interests are represented around the table
- Representation must be on the basis of the six equality strands, e.g. faith
- Area plans should be vision documents for neighbourhoods – embrace all the issues impacting on area – challenge is to roll out model to other areas
- Priority outcomes should be reconciled to local vision – prioritise education, employment, etc. needs to communicate upwards

Planning – To Meet the Need

Tables were asked to address three questions:

- *What you understand the theme to mean*
- *How can you input as a group/organisation*
- *What role can/should the VCS play*

Putting in place plans to meet the identified need

How can you input as a group/ organisation

- Having a single point of contact for the VCS within LCC rather than many areas where people change positions regularly will help us
- Undertaking Gap analysis - VCS knows neighbourhoods and service users
- Provide a real Leicester city flavour to plans
- Feed in how to best to meet the needs of neighbourhoods
- Feed in true costs of running services
- £1 invested in VCS £2.11 is saved

What role can the VCS Play

A consensus emerged in one discussion around the conclusion that, if the 'analyse' and 'review' stage were conducted properly that the 'planning' stage would have the least input from the voluntary sector. Essentially, this stage of the process was owned by the Commissioning body and the political structures that support it.

However what input was possible could come in the form of:

- proper representation from the voluntary sector on Partnership boards
- proper consideration of the systems that would manage the contract and the capacity of the voluntary sector to adhere to them
- lobbying Councillors who vote on the final allocation of resources

Other views that emerged:

- Will need to be aware of the levels of supply and demand across areas, the VCS can help to identify the gaps in service provision

For example, some areas may have a waiting list because of the high demand in the area so this needs to be fed back to LCC. Similarly there may be areas where there is less demand because the demographics of that area have changed.

The uptake of the service may not reflect the underlying need. For example there may be a mental health need in some communities that remains hidden because of cultural barriers in terms of the social stigma that is associated with it.

- The VCS is a key the interface with the frontline and can assist in feeding in the above changes into the planning process
- Current feedback mechanism is piecemeal at present and needs to be improved "It should be about who is there and who is doing what."
- The planning process needs to reflect emerging needs and changing user profiles, gap analysis based on changing demographic profiles
- Need to capture the experience of what works and what doesn't work. It was felt that forums haven't been successful at achieving this so far.

Smaller providers have direct access to people to obtain feedback rather than the 'tick-box' feedback mechanism that is seen as being tokenistic. This often leads to resentment about nothing really changing.

- Need to build in flexibility in planning services as things can change during the contract period. *It is therefore important to have a dialogue with LCC rather than just the approach of "you're not delivering according to the contract" which is sometimes seen as more of a threat.*

- Work to ensure longer-term contracts and insist on financial transparency across the public sector
- VCS not an equal partner but VCS needs to be on an equal footing, so that they can challenge processes and have real involvement in decision-making partnerships

Review – Check what you’re Doing Is Working

Tables were asked to address three questions:

- *What you understand the theme to mean*
- *How can you input as a group/organisation*
- *What role can/should the VCS play*

Check what you’re doing is working, then start the cycle again – and continuously improve

How can you input as a group/ organisation

- By providing information and data on our services, users and communities serve
- More involvement in commissioning and strategy
- Sharing monitoring data with Council, but the Council needs to communicate back what has been done with data
- Groups could find out about the most vulnerable groups and let them know how to access services
- Being proactive and informing the council when they see a gap in service, but council has have a process to allow for that to happen easily and to be acted upon
- Have VCS representation on Strategic groups/meetings
- National organisations have research Departments, tap into that for feeding into the analysis stage
- Use the feedback VCS’ receive from their users. Contact separate VCS and ask them for their service user feedback. Some organisations also carry out mystery shopper feedback
- Let VCS know where the monitoring and evaluation information has been sent and how it has been used. Job for the council is to use it for more than just monitoring a contract – can feed directly into “analyse”
- Challenging the monitoring around the commissioning process
- Being involved in consultation around sharing best/good practice
- Being willing to listen

What role can the VCS Play

- Promoting advocacy role
- Finding out information from users/non-users, research

- Could get all service users together to discuss the different services they tap into at any one time. This doesn't happen currently
- Collect information for the council
- Representation on groups
- Sharing information with council (however, there is an issue with sharing information across the sector as)

- END -

ANNEX 1 Questions

A box was provided at the conference for attendees to post any questions they felt they were unable to fully discuss on their table or any questions they felt had not been addressed during the course of the event.

Q. It's about the timeline for submitting tenders. Could we expect a more realistic approach considering that VCS often do not have enough manpower?

R. Previous feedback from the VCS following tender exercises has indicated the need to ensure there is sufficient time to complete the paperwork, particularly over holiday periods. For the WNF Programme 8 weeks was allowed, 3 weeks to complete PQQ and 5 weeks to complete the tender and feedback from bidders was that this was reasonable. However it isn't clear that this is the practice across the Council generally so this will be fed back to the Council's Corporate Procurement Team to form part of guidance to Commissioners/procurers on good practice. This has also been highlighted in the general feedback from this event and will form part of the report that is presented to the Strategic Commissioning Project Board, for recommendations around a consistent approach across the Council.

Q. Embedding equalities in commissioning – How is this reflected in the City Council's practice and what percentage of its contracts have been awarded to local BME led and marked VCS projects? NB: Information by service/departments for last 3 years required

R. A report on Equalities and Procurement has been presented to the Council's Corporate Procurement Group and will be presented to the Council's Strategic Commissioning Project Board on 22nd April. This report presents recommendations for new processes and tools to improve the Council's effectiveness in this area. For example:

- An Equality Impact Assessment to be carried out prior to contracting. This will identify where attention to equalities considerations is of particular relevance to a contract,
- A new Equality Scorecard, which will be used to inform tendering process by identifying outcomes to be specified and performance measures to be incorporated,
- Standard questions and criteria to assess compliance with legislation within Pre-Qualification Questionnaires for supplier selection.
- Equalities clauses requiring compliance with legislation in Council contracts with suppliers,
- Enhance advice and support to officers as they progress through commissioning and procurement process,
- Establishing examples of good practice, case studies will be developed which demonstrate how relevant equalities considerations have been built into tenders and contracts by LCC and other public bodies, and

- Advice to suppliers will be included on the Council website “Selling to the Council” guide.

In addition the Council's Equalities Team have presented reports to the Strategic Commissioning Project Board and the Council's Operational Board on how to embed equalities across the commissioning cycle and this will be incorporated into the Strategic Commissioning Framework and more practical tools, techniques, guidance and good practice that will form part of a 'How to Guide' for Commissioners which is currently being developed.

With regard to the percentage of contracts awarded to BME and VCS organisations. The Council does not currently capture this data corporately. Individual Service areas would need to be approached to gather this.

Q. The compact lays emphasis on local provisions being commissioned. How will you ensure this is implemented?

- R. While compact recognises the value added by local organisations that understand the communities they serve it does not commit public sector providers to commissioning with local providers. There are also legal reasons why the Council could not restrict its commissioning to local providers. However, the City Council and other partners are committed to working with local providers to develop their skills and knowledge that would enable them to tender and compete for services.

Q. Services delivered by local organisations:

1. **What practical actions have been taken to promote this principle?**
2. **How has this been reflected (If at all) in the proportion of contracts awarded to local projects? *NB: Information by service/departments for last 3 years required***

- R. In line with EU Directives and principle of fair competition, we cannot express a preference for or show any bias towards local suppliers when we approach the market for delivery of services. However we do have objectives to support the local economy, such as workshops run by the Council's Corporate Procurement Team, the A2P Project, the Partnership Executive Team and other Council service areas, to give practical tips and guidance to SME's and the VCS on completing Pre Qualification Questionnaires and Tender documents. VAL also offers this type of support to the VCS.

However, where relevant to the subject matter of the contract, the Council does include “community benefits” criteria which may include promoting use of local labour/sub-contractors by main providers.

Proportion of contracts awarded to local projects. As above, this data is not captured corporately and would need to come from Divisions.

- Q. Why is it so difficult to get appropriate detailed feedback on unsuccessful tenders? We need to learn from the process so we can improve our chances next time and can only do this with effective feedback.**

Our experience is that timescales for decision making have not been clear and the outcome of the tender process not known for some time. This makes it difficult to know when to expect feedback and where appropriate challenge.

- R.** For EU tender exercises there are very specific timescales for responding to feedback. At the conclusion of the tender process, and immediately following selection of the successful bidder, a notification is sent to all tenderers telling them about the decision, and this should be done by the quickest means possible. The Alcatel Mandatory Standstill period then applies, this is a period of at least 10 calendar days following notification of an award decision, before the contract can be signed with the successful supplier(s). Its purpose is to allow unsuccessful bidders to challenge the decision before the contract is signed. The date of notification is classed as Day 0. Following notification those taking part in the tender can request a debrief. If this is requested Day 1-2, then the commissioner must carry out the debrief at least 3 clear working days before the end of the standstill period, or have the standstill period extended by the same amount. If the feedback is requested Day 3-10, then the debrief must be carried out within 15 working days or receipt of written request – there is no requirement to extend the standstill period. If there is no request for debrief or legal challenge from Day 11 the contract can be awarded.

The Council does not have any specific rules for timescales on tenders below EU threshold values. However its procurement strategy very clearly sets out the requirements to be professional, remain fair, ethical, legal and transparent and clearly states we will offer feedback to bidders. In addition the Council's procurement toolkit for commissioners/procurers gives clear guidance and good practice around debriefing unsuccessful tenderers.

This question will be sent to the Council's Corporate Procurement Team to ask that they consider how to ensure that good practice is being followed consistently across the Council and how we might improve and strengthen our arrangements for prompt and effective feedback.

- Q. The Council should consider having practical sessions with the VCS around specific areas of the commissioning framework or particular service areas with respect to commissioning, e.g. personalisation agenda**

- R.** This will be fed back as part of the report to the Strategic Commissioning Project Board and will be included in the wider response to the event feedback. This information will also be fed back to commissioners across the Council to support their market engagement strategies.

Strategic Commissioning and the Voluntary and Community Sector

18th March 2010, Tigers Stadium, Leicester

Purpose of event

To explore how the VCS can be involved, engaged and consulted across the whole of the City Council's new commissioning framework cycle, and to explore the development of a VCS commissioning forum.

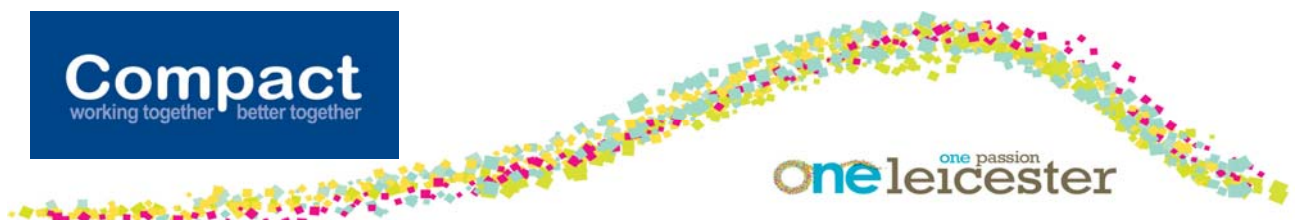
Programme

09.30	Arrival, registration and refreshments
09.55	Welcome and Purpose of the Day Tracie Rees, Director of Personalisation and Business Support, Leicester City Council
10.10	Leicester Compact Ray Flude, Deputy Chair, Leicester Compact
10.20	Overview of Strategic Commissioning Julie Morley, Team Leader, Strategic Commissioning & Research & Intelligence, Leicester City Council
10.30	VCS the Local and National Context Simon Jenner, Group Support Manager, VAL
10.40	Discussion 1: Secure Service Delivery "Doing" <ul style="list-style-type: none"> – What have been some of the challenges (procurement) – What do you see as the solution – How can the VCS help to improve delivery Group discussion and Feedback
11.30	BREAK

Compact
working together better together

one passion
one leicester

11.45	<p>Discussion 2: Analyse, Planning & Reviewing</p> <p>Each table to cover each of the remaining three themes of the commissioning cycle looking at a different theme for each discussion.</p> <p>(30min Group discussion + 10 Feedback)</p> <p><u>Each table to discuss</u></p> <ul style="list-style-type: none"> - What we understand the theme to mean - How can you input as a group/organisation - What role can/should the VCS play
12.20	<p>Discussion 3: Analyse, Planning & Reviewing</p> <p>Repeat Workshop – tables swap themes</p>
1.00	<p>LUNCH</p>
1.40	<p>Discussion 4: Analyse, Planning & Reviewing</p> <p>Repeat Workshop – tables swap themes</p>
2.20	<p>Any questions</p> <p>A question box will be available throughout the day for any questions people may have, and will taken at the end, plus an ideas wall for any issues they wish the organisers to note.</p> <p>Notes to be available on the Leicester Partnership and the Leicester Compact website's by 16th April 2010</p> <p>http://www.oneleicester.com/leicester-partnership/commissioning/</p> <p>http://www.leicestercompact.org.uk/homepage/news/</p>
2.30	<p>Closing Remarks</p>
2.45	<p>FINISH</p>



ANNEX 3 List of Participants

Name	Organisation
Nick Allcoat	Endeavour Training
Stephen Ashley	St Andrews Play Association/Leicester Play Fair
Vince Attwood	Soft Touch Arts
Jayne Ballard	Centre for Fun & Families Ltd
Julie Bradbury	The Princes Trust
Gabby Briner	Network for Change
Tony Brooks	Foundation Housing Association
Christine Cronogue	Hand In Hand TARA
Sara Davies	Turning Point Women's Centre Ltd
Martin Flanagan	NHS Leicester City
Julie Foster	Lighthouse Learning Ltd
Maxine Harris	Wesley Hall Community Centre
Chris Hill	Leicester Sports 4 U Ltd
Victoria Hossack	De Montfort Students' Union
Gretel Ingham	Stonham
Shamim-Akhtar Jagot	Domestic Violence Integrated Response Project (DVIRP)
Terry Knight	Leicester Partnership
Amarjit Manku	ASRA Midlands Housing Association
Bryan Merton	Park Lodge Project
Viv Michell	Adullam Homes Housing Association
Angela Mold	Wesley Hall Community Centre
Rina Morjaria	Shaw Trust
Richard Norburn	Domestic Violence Integrated Response Project (DVIRP)
Victoria Owen	RNID
Neelam Pankhania-Jadav	Advance Support & Housing
Bijal Parmar	Chill Enterprises
Raj Patel	Roshni Charity Organisation
Sue Pooley	Norton House
Aarti Popat	Advance Support
Sallyann Robinson	Care & Repair (Leicester) Ltd
Trish Ross	Barnardo's
David Smith	Connexions Leicester Shire
Priya Thamotheram	Highfields Community Association
Sudha Vemuri	Shama Women's Centre
Jahadav Ali	St Matthews Solution Centre

Name	Organisation
Danny Myers	Leicestershire County Council
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Simon Jenner	Voluntary Action Leicester
David Barsby	Voluntary Action Leicester
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Julie Bryan	Leicester City Council
Lee Keeling	Leicester City Council
Michael Rose	Leicester City Council
Ramila Singh	Leicester City Council
Shradha Ganatra	Leicester City Council
Rachel Clarke	Leicester City Council
Yasmin Mataria-Jenkins	Leicester City Council
Rebecca Hayward	Leicester City Council
Ashok Chotalia	Leicester City Council
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