

## North Somerset LEADS: Objectives and Actions

The North Somerset LEADS framework seeks to create a joint, strategic approach that supports a diverse, sustainable, and flourishing VCSE sector to better serve communities across North Somerset. The following tables on objectives and actions have been extracted for easy access from the full North Somerset LEADS report. The main components of the framework are shown in Figure 1.

### Learn

This group of objectives and actions focuses on how the voluntary sector and North Somerset Council can better learn about and from each other's work, processes, contributions, and impact.

Theme	Objective	Actions
<b>Framework for Delivery</b>	Assemble more robust data on the size and shape of the voluntary sector.	<ul style="list-style-type: none"> <li>Extract North Somerset-specific data on the size and shape of the voluntary sector from the 2026 State of the Sector survey.</li> </ul>
	Generate consistent data on outcomes and impacts.	<ul style="list-style-type: none"> <li>Development of a bespoke but simple to use evaluation framework that can be used across the sector.</li> </ul>
	Make data on the size and shape of the voluntary sector and VCSE outcomes and impacts visible on existing platforms.	<ul style="list-style-type: none"> <li>Improve the functionality of the North Somerset Open Data Dashboard.</li> <li>Incorporate data from State of the Sector survey and impacts and outcomes into the NS Open Data Dashboard.</li> <li>Map the distribution of VCSEs and statutory service provision against other factors, e.g. Indices of Multiple Deprivation and health inequalities.</li> </ul>
	Ensure that data, knowledge and insight flow through the system.	<ul style="list-style-type: none"> <li>Reinstate NS Partnership Board.</li> <li>Review SLF terms of reference, taking into account the outcome of the exercise to identify more clearly LIOs and anchor organisations (see Learn, above)</li> <li>Review the ownership of NST within NSC and align to delivery of infrastructure functions.</li> <li>Review and articulate the connections between NST, SLF, HWBB, Partnership Board.</li> </ul>
<b>Coordinate Infrastructure Delivery</b>	Clearer identification of LIOs and Anchor organisations.	<ul style="list-style-type: none"> <li>Mapping exercise, drawing on data from State of Sector report.</li> </ul>
	Decide on a centralised or distributed model of VCSE infrastructure delivery.	<ul style="list-style-type: none"> <li>A full audit of infrastructure functions, leading to a coordinated plan for delivery.</li> </ul>
	Clarify the distributed model of infrastructure provision.	<ul style="list-style-type: none"> <li>Map the current delivery of infrastructure functions.</li> </ul>
<b>Council Spend</b>	Clarity of spend by NSC in the voluntary sector.	<ul style="list-style-type: none"> <li>Review of grants, contracts, and commissioning, including legacy contracts.</li> <li>Incorporate spending plans into Framework for Delivery.</li> </ul>

## Engage

This group of objectives and actions focuses on finding ways to engage and communicate well, understanding people’s concerns and priorities, drawing on all the information and knowledge about a place and its needs, and working with VCSEs at an early stage to define problems and design services.

Theme	Objective	Actions
<b>VCSE Strategy</b>	Create the scaffold to support engagement.	<ul style="list-style-type: none"> <li>• Complete a full assessment using <a href="#">the LGA tool</a> and build an action plan, incorporating the suggestions of the NS LEADS framework.</li> <li>• Co-design VCSE strategy.</li> <li>• Co-design Framework for Delivery.</li> <li>• MOU between NSC and the voluntary sector.</li> </ul>
<b>Framework for Delivery</b>	Engage in co-production activities to develop Framework for Delivery.	<ul style="list-style-type: none"> <li>• Map capacity.</li> <li>• Comms and engagement plan</li> </ul>
<b>The Plumbing</b>	Improve the connections between different scales of activity.	<ul style="list-style-type: none"> <li>• Reinstate NS Partnership Board.</li> <li>• Review SLF terms of reference, taking into account the outcome of the exercise to identify more clearly LIOs and anchor organisations (see Learn, above)</li> <li>• Review the ownership of NST within NSC and align to delivery of infrastructure functions.</li> <li>• Review and articulate the connections between NST, SLF, HWBB, Partnership Board.</li> </ul>
	‘Bake in’ consideration of the role and contribution of the VCSE across the Council.	<ul style="list-style-type: none"> <li>• Appoint Portfolio Holder.</li> <li>• Appoint SRO.</li> <li>• Review key job roles in directorates.</li> <li>• Learn from good practice in the Locality Partnerships and parts of the Council.</li> </ul>
<b>Council Ownership</b>	Improve engagement across NSC.	<ul style="list-style-type: none"> <li>• Identify portfolio holder and/or SRO.</li> </ul>

## Adapt

The next objectives and actions are based on adapting some of the structures and good practice that currently exist in order to improve the relationship between NSC and the voluntary sector.

Theme	Objective	Actions
<b>Extant NSC Strategies</b>	Adapt current NSC strategies.	<ul style="list-style-type: none"> <li>• Incorporate a consideration of the voluntary sector into revised NS Strategies.</li> </ul>
<b>The Plumbing</b>	Adapt and connect current fora.	<ul style="list-style-type: none"> <li>• Reinstate NS Partnership Board.</li> <li>• Review SLF terms of reference, taking into account the outcome of the exercise to identify more clearly LIOs and anchor organisations (see Learn, above)</li> <li>• Review the ownership of NST within NSC and align to delivery of infrastructure functions.</li> <li>• Review and articulate the connections between NST, SLF, HWBB, Partnership Board.</li> </ul>
	Embed consideration of voluntary sector across Council	<ul style="list-style-type: none"> <li>• Appoint Portfolio Holder.</li> <li>• Appoint SRO.</li> <li>• Review key job roles in directorates.</li> <li>• Learn from good practice in the Locality Partnerships and parts of the Council.</li> </ul>
<b>Coordinate Infrastructure Delivery</b>	Clearer identification of LIOs and Anchor organisations.	<ul style="list-style-type: none"> <li>• Mapping exercise, drawing on data from State of Sector report.</li> </ul>
	Decide on a centralised or distributed model of VCSE infrastructure delivery.	<ul style="list-style-type: none"> <li>• A full audit of infrastructure functions, leading to a coordinated plan for delivery.</li> </ul>
	Clarify the distributed model of infrastructure provision.	<ul style="list-style-type: none"> <li>• Map the current delivery of infrastructure functions.</li> </ul>
<b>Spend</b>	Utilise social value from procurement.	<ul style="list-style-type: none"> <li>• Adapt the current guidance on social value from procurement to create a VID.</li> </ul>

## Develop

This section reviews objectives for the development within the voluntary sector of organisational skills, knowledge, confidence, capabilities, and capacity. It also addresses funding and investment.

Theme	Objective	Actions
<b>VCSE Strategy</b>	Build an improved strategic relationship.	<ul style="list-style-type: none"> <li>Complete a full assessment using <a href="#">the LGA tool</a> and build an action plan incorporating the suggestions of the NS LEADS framework.</li> </ul>
<b>Framework for Delivery</b>	Develop ABCD approaches.	<ul style="list-style-type: none"> <li>Develop ABCD approach in pilot areas for ABCD, e.g. Bournville.</li> <li>Apply learning from other strength-based approaches.</li> <li>Embed in VCSE and Council strategies.</li> </ul>
<b>Coordinate Infrastructure Delivery</b>	Clarify the distributed model of infrastructure provision.	<ul style="list-style-type: none"> <li>A full audit of infrastructure functions, leading to a coordinated plan for delivery.</li> </ul>
	Build capacity in the voluntary sector.	<ul style="list-style-type: none"> <li>Map the current delivery of infrastructure functions.</li> <li>Needs analysis of the voluntary sector, related to the four functions of infrastructure.</li> </ul>
	Develop thematic alliances.	<ul style="list-style-type: none"> <li>Identify thematic areas for joint working and form smaller VCSE alliances around them.</li> </ul>
<b>Funding and Investment</b>	Build capacity in the voluntary sector.	<ul style="list-style-type: none"> <li>Training in participating in commissioning, writing grants, and finding new sources of funding.</li> </ul>
	Sustainable funding.	<ul style="list-style-type: none"> <li>Develop Community Wealth Building approaches, drawing on recommendations of the CLES report.</li> </ul>

## Strengthen

The objectives below focus on how to strengthen the relationship between NSC and the voluntary sector through better coordination, funding, and baking in a consideration of the role and value of the voluntary sector into the Council.

Theme	Objective	Actions
<b>VCSE Strategy</b>	Build an improved strategic relationship.	<ul style="list-style-type: none"> <li>Complete a full assessment using <a href="#">the LGA tool</a> and build an action plan incorporating the suggestions of the NS LEADS framework.</li> </ul>
<b>Extant NSC Strategies</b>	Strengthen the presence of the voluntary sector in current NSC strategies.	<ul style="list-style-type: none"> <li>Incorporate a consideration of the voluntary sector into revised NS Strategies.</li> </ul>
<b>Coordinate Infrastructure Delivery</b>	Clarify the distributed model of infrastructure provision.	<ul style="list-style-type: none"> <li>A full audit of infrastructure functions, leading to a coordinated plan for delivery.</li> </ul>
	Strengthen the NSC-facing forum.	<ul style="list-style-type: none"> <li>Create a specific VCSE LEADS Alliance facing NSC, based on learning from the VCSE Alliance facing BNSSG.</li> </ul>
<b>Funding and Investment</b>	Sustainable funding for the voluntary sector.	<ul style="list-style-type: none"> <li>Develop VID scheme via social value from procurement.</li> <li>Make use of CIL and Section 106 funds to support community-based projects.</li> </ul>
<b>Council Spend</b>	Clarity and fairness in commissioning and procurement processes.	<ul style="list-style-type: none"> <li>Review commissioning and procurement processes alongside review of spend.</li> <li>Review legacy contracts.</li> </ul>
<b>Council Ownership</b>	'Bake in' an awareness of the voluntary sector across directorates.	<ul style="list-style-type: none"> <li>Identify portfolio holder and/or SRO.</li> </ul>

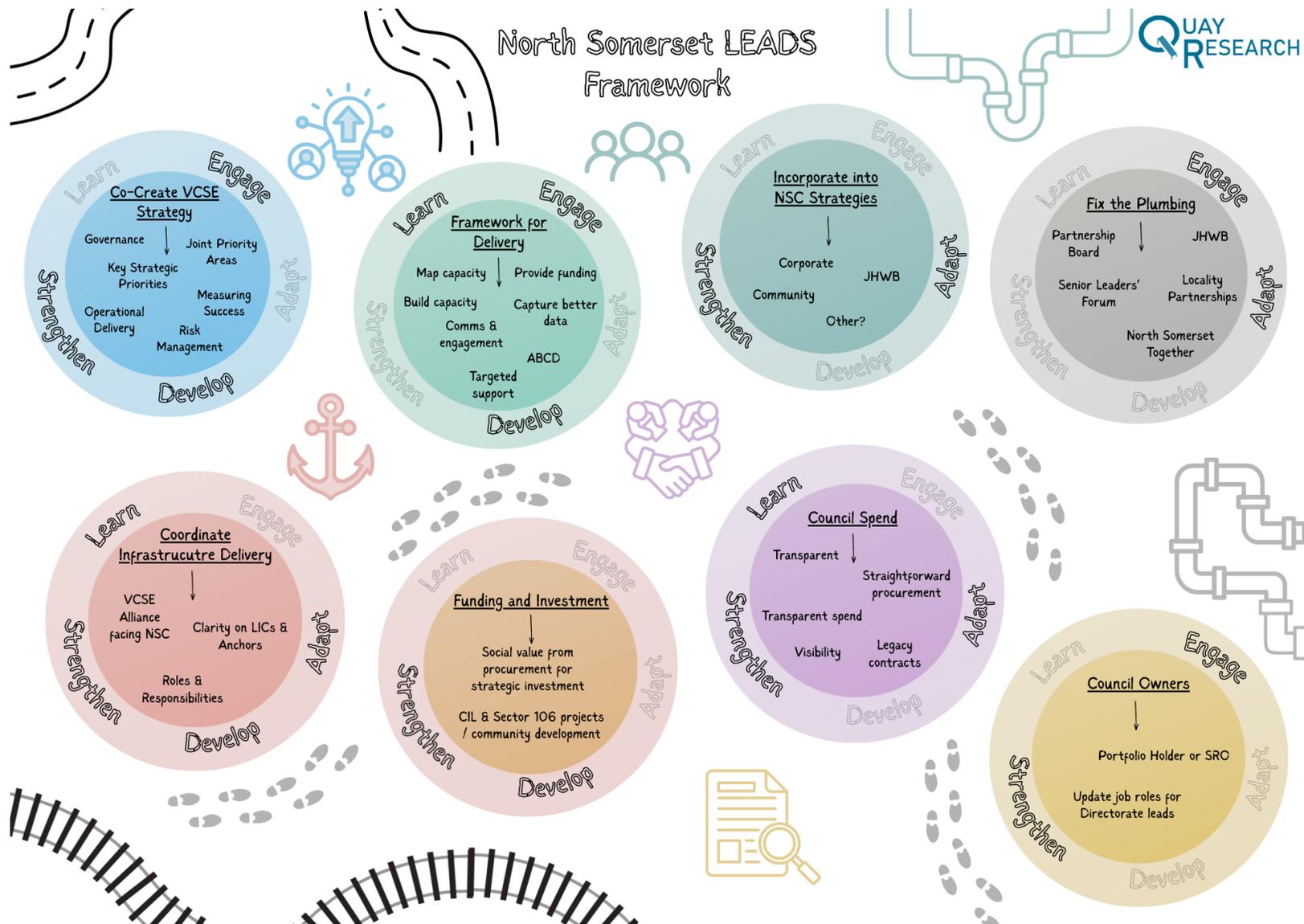


Figure 1: North Somerset LEADS infographic