

Destination 2014:

Investing in change A draft for consultation

1. Moving ahead

1.1 Capacitybuilders was established in April 2006 to undertake the management and administration of the ChangeUp programme and to work with other funders to influence policy on building the capacity of the third sector.

1.2 This strategic framework reflects a new way forward for the programme. It is a draft document. The Board wants to hear the views of the third sector and other stakeholders, especially on the priorities Capacitybuilders should adopt in meeting its vision and strategic objectives for 2014. The overall vision for the ChangeUp programme, launched by the Home Office in 2003/04, is to see a transformed third sector by 2014.

1.3 The contribution of the third sector is crucial to economic prosperity and social well-being, and Capacitybuilders is dedicated to ensuring that voluntary and community organisations (VCO's), social enterprises and not-for-profit social companies operating for the benefit of local communities and interest groups have the support they need to be efficient and effective.

1.4 Capacitybuilders is committed to:

- improving the ability of the third sector to play a full part in economic and social development;
- working with the growing social enterprise movement;
- enabling the 'voice' of the third sector to be heard nationally, regionally and locally;
- engaging with local authorities, primary care trusts, local strategic partnerships, government departments and others to forge closer partnerships at a local level for the benefit of front-line organisations providing services to individuals and communities in need;
- ensuring that the diverse organisations that reflect the various communities in the country are strengthened;
- working with the huge range of specialist organisations in the third sector that provide services for specific groups, campaign with them to improve their participation in society and act as advocates on behalf of their client groups – for example for older people, the mental health movement, sports and recreation, etc;
- promoting equalities in all aspects of our organisational delivery; and
- identifying changes on the horizon that will have a major impact on society and working to build the capacity of the third sector to respond to these challenges – for example, the ageing population and the digital divide in society.

1.5 This strategic framework relates particularly to the ChangeUp programme, but Capacitybuilders has a wider remit in focusing on building the skills and resource base of the

third sector. The agency can invest in strengthening the capacity of any infrastructure organisation providing services to front-line groups, and Capacitybuilders will be working with other public sector agencies, the private sector and charitable foundations to continually identify new ways in which resources can be brought together to improve the effectiveness of the sector.

2. The role of the third sector

2.1 The wider third sector plays a vital role in our society. It already contributes over £55 billion to the UK economy and employs in excess of 1 million people – it also co-ordinates the efforts of millions of volunteers every year.

2.2 VCOs offer essential services to individuals and communities in need and also act as the ‘social glue’ in many neighbourhoods, enabling people to become involved in improving their own localities and living conditions. The effectiveness and vitality of the third sector is essential if government priorities on child poverty and employment, regeneration and civic engagement are to be achieved.

2.3 A strong partnership with the public and private sectors can bring benefits. Capacitybuilders is including specific priorities for action in the Social Enterprise Action Plan launched recently and the equally important Public Service Delivery Plan.

2.4 Third sector organisations also fulfil an important ‘democratic’ function. A vibrant, healthy third sector is an important ingredient in the promotion of greater participation in the democratic process through the huge numbers of local groups with wide, diverse interests that can help channel people’s concerns and frustrations in a positive and constructive direction; often, social change and innovation have been led by the third sector.

2.5 VCOs can provide a legitimate and vital voice for socially excluded people, and Capacitybuilders believes that it is an essential priority to focus on increasing the volume of that voice – even if it sometimes annoys central and local government!

3. The ChangeUp programme

3.1 The ChangeUp programme was established in order to invest in building the effectiveness and efficiency of the third sector through supporting infrastructure or support organisations. These organisations will have to demonstrate that the investments they are receiving are leading to direct benefits at the front line.

3.2 It is absolutely essential to recognise that the ultimate aim of the programme is to achieve radical change – a transformed third sector operating locally, regionally and nationally. The benefits from investments made in infrastructure organisations must result in a step change in front-line organisations and in the communities they serve.

3.3 The ChangeUp programme has two delivery arms:

- 127 ChangeUp consortia around England (all of which have produced detailed infrastructure investment plans with identified priorities); and
- national hubs of expertise offering national support services to infrastructure organisations around the country. There are currently six national hubs, covering performance, workforce development, governance, provision of information and communication technologies (ICT), volunteering, and finance and funding.

3.4 Capacitybuilders will be undertaking a review of the delivery and reach of the ChangeUp consortia across the country.

3.5 The experience of partnership working, both nationally and locally, has been important for the sector. Many organisations have been brought together to work on shared priorities that had not done so with such a clear focus before. In many cases, such collaboration has led to some beneficial rationalisation of the infrastructure provision and supported access to new funding streams.

3.6 Capacitybuilders has decided, following a review of the national hubs, that it will play a much stronger strategic leadership role across the whole ChangeUp programme, including in the delivery of national support services. We will be directly commissioning new national services in early 2007, focusing on the needs of infrastructure organisations around the country and how they can be enabled to better serve their front-line groups.

4. Achieving change

4.1 Capacitybuilders' vision is of a third sector that is **independent, innovative, flexible, responsive and sustainable**, and that achieves its full potential in:

- service delivery;
- social innovation;
- policy analysis;
- campaigning; and
- exercising its voice or representational role.

4.2 To support this vision, Capacitybuilders will:

- commission work to improve the sector's:
 - knowledge, skills and staff/trustee development;
 - use of ICT and other resources;
 - ability to plan, evaluate and improve performance;
 - ability to raise and manage money; and
 - deployment and organisation of the work of volunteers; and
- understand and influence:
 - the public policy agenda and sector links to local government;
 - the sector's role in engaging with the public policy agenda;
 - decisions taken by other organisations about their relationships with the wider third sector; and
 - the need in the sector for long-term funding agreements.

5. Key objectives

5.1 For Capacitybuilders to address the capacity building needs of the wider third sector is neither possible nor desirable. The agency cannot take responsibility for directly meeting the support needs and aspirations of every organisation in the sector.

5.2 If Capacitybuilders is to be successful, it must focus its investment and activities on the radical strategic improvement of infrastructure or support services. The end result of such investment, both of money and effort, must be a transformed sector at the front line.

5.3 The key objectives are to:

- improve the quality and efficiency of infrastructure support for VCOs and social enterprises;
- encourage extra investment in infrastructure through demonstrating its benefits to front-line organisations;
- ensure investments reach diverse organisations and address the needs of infrastructure bodies working with socially excluded groups; and
- develop knowledge of other funds available and influence policy and practice of other funders in this field.

5.4 Capacitybuilders will pursue these objectives through:

- the management and distribution of mainstream grant programmes for infrastructure organisations;
- the commissioning of innovative initiatives focusing on learning and the spread of best practice around the country;
- supporting the development of infrastructure organisations and networks working with diverse and socially excluded communities – e.g. black and minority ethnic organisations (BME), rural organisations, disabled people's organisations, lesbian, gay, bisexual and transgender (LGBT) organisations;
- implementing a range of recommendations on equalities and diversity issues and how they would change the programmes and activities of ChangeUp consortia around the country;
- working at a national level with government departments and agencies to improve the landscape for the third sector, securing new and sustainable sources of support and funding. In particular, we will work with Learning and Skills Councils, government departments, local authorities, primary care trusts, local strategic partnerships, the Big Lottery Fund, charitable foundations, the private sector and others – to identify the potential for joint work and matched funding;
- engaging directly with local authorities and local third sector infrastructure organisations to support the work of local strategic partnerships, strengthen the participation of the third sector in local area agreements (LAAs) and facilitate increased local government involvement in supporting the sector;
- working not only with the 'generic' organisations supporting the third sector locally but also with a wide range of specialist or functional groups that themselves provide infrastructure services to front-line groups – e.g. MIND in the mental health field, Age Concern working with elderly people, Groundwork on the environment; and

- the establishment of a rigorous evaluation programme that will monitor and assess the outcomes of the programme.

5.5 There are three phases to this strategic framework:

- 2006–08;
- 2008–11; and
- 2011–14.

Work undertaken in the second and third phases will build on the progress and learning achieved through previous phases, as funding programmes are reviewed and new approaches tested.

5.6 This plan sets out the principal activities that will be undertaken in each phase in relation to our key objectives set out above. Inevitably, the proposed activities relating to the last period of the plan are more aspirational. It is virtually impossible to predict precise activity or the related outcomes in the period 2011–14, but Capacitybuilders intends, through its evaluation programme and its monitoring of progress, to be able to demonstrate that the vision will be achieved.

5.7 It should also be noted that the setting of specific objectives and targets will be an ongoing exercise. For example, new detailed briefing documents will be developed for the provision of national support services. These new specifications will be published in May 2007 following a consultation period from January to March 2007. The specifications will set out the work to be done nationally on each of the six thematic areas of the ChangeUp programme – provision of ICT, workforce development, finance and funding, volunteering, governance and performance – and, therefore, those targets for 2008–11 will be added to this strategic framework in May 2007.

6. Key performance indicators

6.1 By the end of the programme, Capacitybuilders wants to see infrastructure services that:

- cover the whole sector;
- meet agreed quality standards;
- work with key local/regional stakeholders, including local authorities, to sustain support for infrastructure through LAAs;
- deliver services that meet identified needs, monitor outcomes and are cost effective.

6.2 In striving to achieve these objectives, Capacitybuilders believes that it is very important to set a number of key performance indicators for its work. Some illustrations of what such key performance indicators could be are listed below. This is a particular area in which Capacitybuilders would welcome your views.

- 75% of all third sector infrastructure organisations have reached appropriate agreed quality standards and are monitoring their outcomes.
- Voluntary sector capacity building needs assessments have taken place in 80% of all local authorities and consequent action has been taken.
- 50% of all local authorities have signed up to local area infrastructure agreements as part of their general LAA activities.
- 40% of third sector infrastructure bodies are centrally involved in promoting public service delivery in key government priority areas.
- The development of effective support services across six key sub-sector areas have been identified as priorities nationally, regionally and locally.
- 50% of generic third sector infrastructure organisations have developed specific programmes to support organisations working with socially excluded groups.
- Private sector support for infrastructure services (including those provided by charitable foundations) has increased by 25%.
- Infrastructure provision has been rationalised, or new, more effective joint working arrangements have been made, in 50% of local areas.

7. Priorities for 2006–08

7.1 Review ChangeUp consortia and their role and develop a clearer focus for consortia funding, more closely tied to the outcomes that Capacitybuilders is seeking to achieve. The intention is to secure more effective:

- joint working or rationalisation of services, where appropriate;
- better practice on diversity; and
- effective advocacy for support for infrastructure.

The review is to be completed by **June 2007**.

7.2 Deliver the main grant funding programmes (Continuation Development Fund, Consortia Projects Programme and Improving Reach) in a timely and effective fashion – investing at least £28 million to enable ChangeUp consortia to provide concrete and tangible improvements in line with their infrastructure investment plans by the end of **March 2008**.

7.3 Ensure that the infrastructure support needs of social enterprises and non-profit social companies are fully integrated in our general objectives and activities. Capacitybuilders will be working with appropriate bodies in the social enterprise field, including the Social Enterprise Coalition, to follow through the Social Enterprise Action Plan launched by the Government in November 2006.

7.4 Develop a learning and innovation programme, initially examining:

- cost-effective mechanisms for providing intensive support to VCOs (e.g. peer review, pro bono support);
- how to increase local authority support for capacity building;
- the potential for establishing funder coalitions to support capacity building in particular locations and specific sub-sectors; and
- the support needs of clusters of VCOs and social enterprises working in particular regions.

7.5 Develop a rigorous evaluation programme brief by the end of **January 2007** with a view to commissioning an evaluation of the ChangeUp programme so far – from early spend in 2003 through to December 2006.

7.6 Develop a new set of objectives and outcomes for the provision of national support services and consult the sector between **January and March 2007**. These new sets of objectives and outcomes will cover the ChangeUp themes – performance, workforce development, finance and funding, governance, volunteering and ICT provision.

7.7 Commission new main contractors to deliver the above national support programme. Tender applications: **May to July 2007**. Tender contracts agreed: **September 2007**. New programmes launched: **April 2008**.

7.8 Assess the potential for launching a specific **public service delivery** capacity building grant programme in liaison with the third sector and in the context of the Government's Public Service Delivery Plan, which was published in December 2006. Proposals for a new grant programme will be published in **July 2007** for consultation with Futurebuilders and other appropriate bodies.

8. Priorities for 2008–11

8.1 Implement agreed changes in the structure of the national support services funded by Capacitybuilders. New delivery of essential national support services either through strategic partnerships or by single organisations will start in **April 2008**.

8.2 Conduct an evaluation of the national support programme and the role of the main contractors in **October/November 2010**.

8.3 Launch a capacity building public service delivery grant programme as part of the menu of general grant programmes – focused specifically on building the skills and expertise of third sector organisations wishing to provide specific public services. The new programme will be launched in **April 2008**.

8.4 Launch a new three-year Improving Reach funding programme designed to invest in infrastructure across the range of disadvantaged organisations or communities – extending the existing pilot programme to cover other areas of disadvantage. The new programme will be launched in **April 2008**.

8.5 Work in conjunction with other organisations to refine/develop/promote quality standards and appropriate outcome measures for infrastructure organisations operating within the ChangeUp programme.

8.6 Conduct research examining different models of infrastructure provision in the regions and sub-regions and their pros and cons, and prepare benchmark costings for different levels of provision.

9. Priorities for 2011–14

9.1 Build on the partnerships that have been created between Capacitybuilders and other public agencies, the private sector and charitable foundations to ensure a more co-ordinated approach to strengthening the infrastructure of the third sector.

9.2 Commission a series of research publications to examine the effectiveness of different approaches to capacity building, including an evaluation report on Capacitybuilders' funding programmes over the previous phases. This exercise will be conducted in **May/July 2013** to inform any further continuation of the programme beyond **March 2014**.

9.3 Consider social issues likely to have a major impact on society in the future, for example the digital divide and an ageing population, and develop interventions to help the third sector increase its capacity to support society in meeting these future challenges.

10. Specific activities for 2006–08

Objective:

To improve the quality of infrastructure support for VCOs

	Activities	By	Progress
Area-based consortia	Consider the Good Foundations report and recommendations on the role of consortia	April 2007	A clear focus for spending on consortia
	Publish material on good practice in consortia working highlighting achievements	June 2007	Spreading good practice information to help consortia develop their work
	Review the effectiveness of ChangeUp consortia delivery	June 2007	A clear remit for ChangeUp consortia in terms of delivery for future years
	Review ChangeUp consortia fund management arrangements	June 2007	A clearer and more consistent approach to fund management and monitoring of consortia
	Publish guidance on the funding policy for support for consortia for 2008–11	August 2007	Enable an application period from September to end November 2007
	Make funding decisions for consortia for the period 2008–11	December 2007	Publish funding decisions re consortia support at least three months before the next financial year and three-year programme period
National support services	Consultation on draft tender documents for provision of national support services	January/March 2007	Sector involvement in defining programme needs across governance, finance and funding, performance, volunteering, ICT and workforce development
	Open tender exercise for the role of the main contractors for the delivery of national support services	May/June 2007	Increased involvement of a range of applicants to co-ordinate national services
	Offer new contracts with the main contractors	September 2007	Agreements achieved and contracts awarded
	Preparation of detailed business plans for all national support services in conjunction with the main contractors. Organisation of a possible transition to new contractor organisations	October 2007/ March 2008	Completion of all new arrangements for national support services from April 2008 to March 2011
	Review the Netgain project as a contribution to the national services element of the ChangeUp programme	January/ February 2007	Provide a clear indication of the contribution of the Netgain project as part of a national mix of services

Objective:

To improve the quality of infrastructure support for VCOs (continued)

	Activities	By	Progress
Learning and innovation	Office of the Third Sector and Capacitybuilders, working with strategic partners, including local authorities, will support the capacity of the sector to better identify impacts	July 2007	Joint approach from Capacitybuilders, Office of the Third Sector and local authorities on the way forward in measuring impacts
	Review existing quality standards and outcome monitoring systems for infrastructure (NAVCA, PERFORM, etc)	September 2007	
	Work with key partners to develop and agree plans to refine and develop tools	March 2008	Agreement about the appropriate content of tools/approaches
	Begin a learning and innovation/good practice programme reviewing a range of mechanisms for/approaches to providing infrastructure organisations with intensive support, starting with peer review	January 2007	Gain a better understanding of current practice in peer review and pro bono support and how it could add value to infrastructure provision
	Assess current pro bono activities supporting the sector	June 2007	
	Start follow-up work on pro bono support	September 2007	
	Focusing on two English regions/sub-regions, examine what sub-sectors of the third sector are in greatest need of enhanced infrastructure support and make proposals to meet this need	January 2007	Gain a better understanding of the infrastructure support needs of VCOs in particular regions or sub-regions
	Following assessment, start a pilot programme to address some of the identified needs	April 2007	

Objective:**To encourage extra investment in infrastructure by demonstrating its benefits**

	Activities	By	Progress
Learning and innovation	Amend the Capacitybuilders' articles of association to enable the agency to work with private companies and charitable foundations in building the capacity of the third sector	April 2007	Achieving greater freedom to co-operate with other sectors on capacity building
	Review existing evaluations of ChangeUp-funded work, distil learning and disseminate results	April 2007	
	Develop a database of evaluations of capacity building initiatives, distil learning and disseminate results	June 2007	
	Develop an evaluation programme based on an outcomes assessment	July 2007	
	Collate and review guidance material and deliver training for funded consortia/organisations in how to assess the outcomes of their work. Support uptake of best practice in this area	March 2008	For all this work, establish a robust evidence base on the outcomes of infrastructure funding

Objective:**To improve the reach of infrastructure services**

	Activities	By	Progress
Equalities and diversity	Review the initial outcomes of the Improving Reach pilot programme and make proposals about any future funding rounds	July 2007	First assessment of the success of the initial pilot programme and the issues identified
	Assess the viability of opening the Improving Reach programme to all socially excluded groups	July 2007	Potential to open the programme to all socially excluded groups
	Following assessment, launch the application process for the new Improving Reach three-year funded programme	September 2007	Consultation and application window from September 2007 to December 2007
	Reassess the recommendations on equalities and diversity made to Capacitybuilders and the Home Office in 2006 and plan the next steps	April 2007	To be in a position to disseminate a series of decisions on equalities and diversity work to be incorporated in both national support services and ChangeUp consortia by June 2007

**Objective:
To develop capacity building funding sources**

	Activities	By	Progress
Influence and joint working	Map the support for third sector capacity building provided by government departments and other national public sector agencies	July 2007	Provision of baseline information to inform discussion
	Examine the role of local authorities in supporting third sector capacity building	January 2007	
	Develop a programme of work to enhance this role	April 2007	Learning about how best to encourage local authorities to support third sector capacity building
	Identify four or five local authorities, in association with the Local Government Association (LGA) and key third sector agencies, to take forward joint work and examine ways in which local area infrastructure agreements could be developed	June 2007	Building a working coalition between Capacitybuilders and local authorities on capacity building initiatives
	Where they don't already exist, examine the potential for the development of regional or sub-regional funder coalitions to support capacity building	March 2007	Gain a better understanding of the likely potential for such coalitions and how they might be developed
	Develop a work programme to follow up on this work	April 2007	
	Develop relationships and liaison arrangements with key players, for example the LGA, IDeA, the Learning and Skills Council, etc	Ongoing	Better intelligence
	Develop proposals for further joint initiatives with one or two key players	September 2007	New collaborative working arrangements

11. Specific activities for 2008–11

Objective:

To improve the quality of infrastructure support for VCOs

	Activities	By	Progress
Area-based consortia	Develop and begin to roll out a system of peer review for funded consortia on key issues, for example diversity and making the case for support for infrastructure	April 2008	Greater awareness of the issues and evidence of positive changes in practice
	Review the progress in ChangeUp consortia in ensuring that all socially excluded interests are fully integrated in investment plans for the future	May 2009	Opportunity to assess whether targeted programmes can close in 2011 in favour of extending funding through mainstream programmes only
	Publish guidance on the funding policy for support for consortia for 2011–14	February 2010	
	Make funding decisions for consortia for the period 2011–14	November 2010	Consortia start to be able to point to the positive difference they have made in leveraging in extra resources/helping reconfigure infrastructure, with diversity, etc
National support services	Launch new national support services through main contractors	April 2008	Achievement of the launch of new national services as planned
	Review of national support services and the role of the main contractors with a view to recommissioning	May/June 2010	
	Recommissioning of the main contractors for delivery of national support services	September/October 2010	
	Agree contracts with the main contractors and business plans for 2011–14	November/December 2010	

**Objective:
To improve the quality of infrastructure support for VCOs (continued)**

	Activities	By	Progress
Learning and innovation	Undertake a programme of work refining/developing/testing quality standards for infrastructure/outcome measurement approaches	March 2009	Agreement to dissemination of a particular range of tools and approaches
	Launch a 'take-up' campaign for quality standards and infrastructure/outcome measurement, comprising training and marketing and publicity work	April 2009	Greater awareness of the relevant tools and approaches
	Initial review of peer support programme	April 2009	Greater awareness of peer review and pro bono support and its benefits among infrastructure organisations
	Disseminate learning from this work through a publication and a seminar	October 2009	
	Initial review of pro bono schemes	May 2009	
	Disseminate learning from this work through a publication and a seminar	September 2009	
	Initial review of the work developing infrastructure support for sub-sectors in two particular geographical areas	May 2008	A positive improvement in the level/quality of support offered to VCOs working in the particular sub-sectors identified in these geographical areas
	Decision about the development of the work (including possible extension to other geographical areas)	June 2008	Learning about how generic and sub-sectoral infrastructures work together and the relative responsibilities of each

Objective:**To encourage extra investment in infrastructure by demonstrating its benefits**

	Activities	By	Progress
Learning and innovation	Prepare guidance material and deliver training for funded consortia/organisations on how to assess the outcomes of their work	April 2008	Greater awareness among consortia/funded organisations about how to assess the outcomes of their work
	Conduct research examining the different models of infrastructure provision in different regions and sub-regions and what models appear to work best in what circumstances	July 2008	A stronger evidence base about different models of provision
	Examination of the costs of different models and their current funding sources to develop indicative levels of investment	September 2008	Benchmark costings for different levels of infrastructure provision

Objective:**To improve the reach of infrastructure services**

	Activities	By	Progress
Equalities and diversity	Develop guidance and peer review schemes as appropriate for funded projects	April 2008	Funded projects start to demonstrate improved practice on diversity and equalities
	Launch of new, expanded Improving Reach programme – to include all infrastructure organisations working with socially excluded groups	April 2008	Inclusive programme launched successfully
	Further review of equalities and diversity recommendations and action to assess progress	January 2009	Assessment of the degree to which national support services and ChangeUp consortia have absorbed recommendations and have changed practice

**Objective:
To develop capacity building funding sources**

	Activities	By	Progress
Influence and joint working	Manage and administer capacity building funds on behalf of at least one other government department	April 2008	Capacitybuilders working with other funders in the management of their programmes
	Gather information about local public spending bodies' support for capacity building the third sector and disseminate the results of collaborations between Capacitybuilders and local authorities	September 2008	Better intelligence about local authorities and capacity building
	Identify opportunities for collaboration between charitable foundations and Capacitybuilders in launching matched funding schemes	May 2008	Following changes made in 2007 to Capacitybuilders' legal form, initiating the first joint assessments with charitable foundations
	Launch the first joint Capacitybuilders/charitable foundation fund	June 2008	Achievement of the launch of a joint fund for infrastructure support at the local level
	Identify opportunities for private sector investment in capacity building programmes	January 2009	Following changes made in 2007 to Capacitybuilders' legal form, initiating the first joint assessments with private sector companies
	Launch the first joint Capacitybuilders/private sector capacity building programmes	February 2009	Achievement of the launch of a joint fund for infrastructure support with private sector companies
	Development of a joint strategy/strategies for developing third sector capacity with one or two other key players building on previous initiatives	April 2009	Effective collaborative working arrangements

12. General activities for 2011–14

Capacitybuilders will continue to fund high-quality work at the national level and regionally/sub-regionally in order to achieve the objectives set out earlier for 2014.

Capacitybuilders will:

- work with others to ensure that further long-term aims and objectives are set for supporting infrastructure developments up to 2014;
- work with other public and private funders to ensure that strengthening the third sector through an efficient and effective infrastructure remains a high priority;
- publish a comprehensive evaluation report on the whole ChangeUp programme and associated capacity building initiatives in **July 2013**; and
- publish a final report in **January 2014**, outlining the range of issues still to be addressed and identifying new themes that have an impact on society and in which the third sector can play a vital role.

This is a draft for consultation

Destination 2014: share your views

- Capacitybuilders wants to hear the views of the third sector on this draft strategic framework.
- You can feed your views into the consultation on this via our dedicated consultation website: **<http://www.destination2014.org.uk>** or call: **0121 237 5100** and request a printed questionnaire or email: **info@capacitybuilders.org.uk** and request an electronic or printed questionnaire
- The consultation runs until 30 March 2007.

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Capacitybuilders, 77 Paradise Circus, Birmingham B1 2DT

Tel: 0121 237 5100

www.capacitybuilders.org.uk

info@capacitybuilders.org.uk

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