Alternative Service Delivery (ASD) in Rural Areas

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2. The research

- Evaluate ASD approaches to service delivery in rural areas
- Identify successful models
- Barriers to delivery
- Requirements for successful delivery
- Share learning

3. Modes of Delivery

Commissioning services externally	Social enterprise
Mutuals and co-operatives	Partnerships
Co-operative councils	Shared services
Internal transformation	Outsourcing
Private companies	Co-production
Direct delivery by local authority, including In-sourcing	

4. The Potential of the Community and Voluntary Sector (VCS)

- 'Fits the bill' for independent governance.

- Skills in innovative service design, delivery and funding.

- Good at crossing boundaries between the public, private and voluntary sectors.

5. Benefits achieved

- Power to the community (if desired)

- Improved community cohesion

- Better use of local assets

- Tailored to local needs

- Locally linked to other provision

- Can address sustainability issues

- Can go beyond normal service remit (heritage/environment)

6. Achieving Effectiveness

- Strong leadership and governance
- Involving users and the community
- Constructive communications
- Ensure assets are fit for purpose
- Good financial, business and needs planning
- Robust organisational model (especially for procurement)

7. What brings success?

- Budget reductions don't necessarily mean cutting services
- Think about needs and desires before blanket provision
- Tailor to local needs
- Form partnerships and identify leadership
- Access local expertise (law, finance, employment, tax)
- Ensure longer term durability (once initial funding is over)
- Vision as social purpose rather than income

8. Most appropriate support

- Identifying appropriate leaders
- Mapping local community assets
- Understanding community needs and aspirations
- Developing transparency and trust
- Help with developing assets so they are durable
- Community enterprise and service co-location
- Use VCS support organisations (ACRE, RCCS, RCAN)

9. Barriers

- Reluctance for partnership working
- Inflexible procurement and commissioning
- Aversion to risk and to change
- Lack of time
- Not finding the right funding mix
- Service fragmentation
- Not providing services that people use
- Confusing roles of public, private and VCs
- Residualisation of the rural

10. Case studies

- Lechlade Youth Club
- Colwall Orchard Group
- Horningsea Community Transport
- The Project Group – Mental Health Project
- Suffolk Coffee Caravan
- Suffolk Links
- Wishing Well – Services for the Elderly
- Okehampton Work Club
- The Hopes Affordable Housing
- Ennerdale Hub – inc. Fox and Hounds Community Pub
- Jubilee Park – Community Run Leisure Park inc. Lido
- Malbank Coaches – Community Transport for Day Care