

Agenda item 5 (ii)

For approval

Appraisal application form to the Interaction NMP Board

A Summary and basic information

1. Title of proposal	Raising the Capacity of the Voluntary Sector		
2. Date submitted	18 February 2008		
3. Summary of proposal (max 150 words) i.e. what does the proposal involve and what will it achieve?			
It is proposed to appoint a Voluntary Sector Development Manager who will engage with key local voluntary organisations operating across the two wards and assisting them in the development of funding strategies, business plans, increasing the trustee base, securing contracts from tendering, attaining recognised quality standards and thereby strengthening the local voluntary sector infrastructure and achieving a thriving sustainable third sector in Tendring.			
3. How much will the proposal cost in total?			
	From NM	From other sources	Total
Capital			
Revenue	50,000	110,000	160,000
Total	50,000	110,000	160,000
4. Organisation responsible			
Name of contact and position	Sharon Alexander Chief Officer		
Address	Tendring CVS Imperial House, Rosemary Road, Clacton on Sea, Essex		
Phone	01255 425692		
e mail	Sharon.alexander@tendringcvs.org.uk		

B The proposal

1. What is the problem you are trying to address?

Set out the problems and causes, using statistics and evidence where available – referring to the delivery plan and its targets and outcomes

The voluntary sector in the Tendring district is in decline. In the last 18 months, three vital charities delivering services in Pier and Golf Green Wards have closed ('Teentalk' Clacton, 'Clockwise' Rehabilitation for ex-offenders and 'NEAT' North Essex Advocacy Teams - support for frail older people). Recent Interaction Partnership Stakeholder events have highlighted that the few charities remaining are struggling to survive in the rapidly changing funding climate, with competitive tendering, commissioning, community strategies and the LAA dominating the horizon. It has become clear that local groups do not have the capacity to take the new framework on board. In addition, many groups have cited the recent re-organisation of the Big Lottery to a central Northern base, far removed from Tendring and it's problems, as a factor in their bids failing. In response, the Big Lottery states that their funding programmes are attracting high quality applications and that the Tendring district are not submitting a high quality standard of bid. Statutory sources of funding are also going through policy changes demanding higher requirements from funding applicants, risk assessments and recognised quality standards in place, which equates to higher funding bids and increased competition.

Some of the problems and causes experienced by local voluntary organisations and highlighted at the Interaction Partnerships Community Development Stakeholder Event held January 2008 include:

- Low skills levels for writing bids.
- Competitiveness between organisations.
- Low level of Big Lottery Funding won for the area.
- Isolation of the voluntary sector and its role in the Sustainable Community Strategy.
- Lack of codes of practice (eg Health & Safety, Expenses Policy, etc) in small organisations.
- Low level of residents involved as volunteers in local organisations.
- Lack of take up of capacity building training opportunities.
- Survival need amongst small organisations.
- Lack of signposting from one organisation to another.
- Lack of co-ordination between organisations.
- Lack of knowledge of local support availability
- Perception of a lack of willingness within Tendring DC to invest in and engage 3rd Sector.
- Lack of engagement of organisations in wider networks
- Residents not knowing what they can offer and how to get appropriately involved.
- Disparate community in Pier Ward and lack of key issue to engage community.

The Tendring Sustainable Community Strategy is committed to narrowing the deprivation gap between the most disadvantaged areas and elsewhere in Tendring - *a thriving third sector is key to attaining a healthy vibrant inclusive community.*

The LAA priority 13.3 is an objective to 'Increase the voluntary and community sector contribution to delivering local services for the benefit of local communities – by actions across all LAA priorities' - This can only be achieved by developing the capacity of Tendring's third sector covering the two neighbourhood management wards.

2. Proposal objectives?

List the objectives for the proposal (these should be measurable) which can be used to evaluate the impact of the project

The proposal aims to overall increase the capacity of voluntary and community organisations operating in the Pier and Golf Green wards which will overall contribute to their long term sustainability and

- Increase the funding capacity of local groups
- Increase the standard of services delivered by groups
- Increase the capacity of trustee boards

The objectives include those outlined in the LAA priority 14:

- Improved quality of life for people in the most disadvantaged neighbourhoods
- service providers more responsive to neighbourhood needs
- improved service delivery

3. How do you propose to address the problem?

List the activities and set out who will benefit.

It is proposed to increase the capacity of the local voluntary sector working across the two wards by engaging a 'Voluntary Sector Development Manager' and by doing so, achieve 'a stronger, inclusive, active and influential community and voluntary sector'.

The post holder would be responsible for working closely with key organisations and will:

- ⇒ Develop an overall strategy to address the problems highlighted
- ⇒ Produce a fundraising strategy
- ⇒ Assist key organisations in the production of Organisational Business Plans and supporting Action Plans
- ⇒ Enable key organisations to achieve a recognised quality standard
- ⇒ Provision of training and consultancy as appropriate
- ⇒ Work across the sector to maximise funding opportunities e.g. consortia and partnerships
- ⇒ Work closely with Business in the Community and Pro-Help and other professionals as appropriate, to maximise capacity and increase skills

4. How does this proposal address the problem. List activities and describe evidence from similar initiatives if possible.

The post-holder will work closely with key organisations across the two wards, bringing together groups to work in collaboration, increasing knowledge, encouraging referrals, and sharing information. A fundraising strategic plan will be produced with key actions highlighted. Training and consultancy will be implemented according to needs identified.

Key organisations will be given assistance and training to achieve required standards necessary to attract inward investment. Staff, Volunteers and Trustees will be encouraged to attain qualifications and appropriate skills in governance and management. High quality fundraising bids, business plans and a quality standard framework will be produced; a closer working relationship between organisations will be achieved, resulting in higher standard of service to local residents.

Although this is a unique initiative focussing on strategy, similar successful projects have been undertaken in London, Birmingham, Newcastle and Southend.

5. Community involvement

How have residents been involved in developing the proposal?

Stakeholder events attended by representatives from the voluntary sector operating across the two wards held in November 2007 and January 2008 highlighted the urgent need to provide such support for the local community and voluntary sector.

6. Management arrangements?

Describe the arrangements for ensuring the proposal is managed, monitored and delivered as planned. Please give names of two references or referees (people that you've worked with before) that we can contact in advance of the appraisal process.

The post-holder will be line-managed by the TCVS Chief Officer and will be accountable to the TCVS Trustee Board. An action plan with milestones will be produced and the plan will be monitored by the regular reporting to the Board of Trustees and through regular team meetings.

Caroline Taylor – Essex Community Foundation

Elizabeth Foss-smith - Colchester Institute

Jane Gardener - Essex County Council

7. Risks

Risk	Impact	Likelihood Low /Medium / High	Importance Low /Medium / High	Contingency and/or mitigation actions
Initial implementation or build risks for the project				
Failure to attract individual with appropriate skills to the post	Delay in recruitment Delay in implementation of the proposal	Medium	High	Ensure recruitment advertised nationally through all networks If insufficient interest, it is intended to re-advertise
Failure to engage support from statutory partners	Proposal prematurely closes	Low	High	Highlight at LAA and LSP level Work with strategic partners

C Finances

1. What is the total cost of the proposal?

Itemise the total spend as much as possible and set out the period this will cover, indicating what proportion is required from NM

	item	£ 08/09	£ 09/10	£ 10/11	Total
Capital (NM)					
Revenue (NM)		35,000	15,000	-	50,000
Total (NM)		35,000	15,000	-	50,000
Other funding					
NE Essex PCT		15,000	15,000	15,000	45,000
Essex CF		-	25,000	40,000	65,000
Total		50,000	55,000	55,000	160,000

2. Value for money

Explain how this proposal provides value for money not only in terms of cost but also in terms of quality

The proposal will benefit from all the advantages of working with a locally established successful third sector umbrella organisation which has attained the Matrix quality standard and in the process of attaining ISO9001. TCVS is the holder of an extensive database containing details of Tendring's voluntary sector which will ultimately save on set-up costs and will overall contribute to the effective implementation of the proposal. By being a part of the TCVS staff team, the proposal will also build upon and improve existing TCVS service provision; will avoid duplication, and will help strengthen TCVS infrastructure.

3. What resources are already invested by your, and other, organisations in the area on this issue?

TCVS has developed a funding advice service for small community groups and has developed a comprehensive information and knowledge base from undertaking various surveys and research. TCVS Chairs the Voluntary Sector Partnership and is a member of the Local Strategic Partnership which can be effectively utilised to promote the proposal. In addition, TCVS are committed to developing a thriving third sector in Tendring which is vital to deliver the partnership's targets outlined in the stakeholder events held October and January. Through its aims and objectives, TCVS helps develop the sector through advice, information, support and training; this proposal will build on current services by working closely with targeted organisations and assisting them gain the systems, standards and plans necessary to become sustainable.

4. Why is NM money needed?

The proposal will help achieve the key target arising from the Neighbourhood Action Plan to increase the capacity of the voluntary and community sector by the '**provision of specialist support to raise the organisational and fundraising capacity of local community and voluntary groups**', and overall contributes to the Business Plans objective to achieve 'a stronger, inclusive, active and more influential community and voluntary sector'.

The proposal links with local and regional strategies and targets including the Essex Local Area Agreement Priority 13.3; **Increase the voluntary and community sector contribution to delivering local services for the benefit of local communities.**

5. Can you be paid this money in arrears, or do you need it to prime the project?

The funding is needed in advance.

6. Who are your organisation's auditors? (Please attach a copy of your last set of audited accounts)

Holm Lucking Chartered Accountants and Registered Auditors.

D Options

1. What other options have been considered to address this proposal and if they were, why have they been rejected?

Training programmes in Business Planning, Commissioning, Tendering for Contracts, Funding Applications and Quality Standards have been provided in the past with little success. Organisations have difficulties prioritizing training due to lack of resources. This proposal is unique in that it will work with a small number of key organisations and specifically identify needs, produce action plans for implementation of objectives and help achieve a quality standard, produce business plans and assist in the tender of contracts.

E Measuring and sustaining the impact

Taking into consideration the objectives for the project set out in section 2, what outcomes do you hope to achieve? (I.e. overall results and benefits that relate to the delivery plan?)

How will the outcomes be measured?

Increased number of organisations achieving a quality standard.

Better demonstration among organisations of the impact and outcomes from their services and activities

Increased number of organisations producing Organisational Business Plans.
 Increased in level of grant-aid secured.
 Increased number of contracts tendered and/or commissioned for, and won.
 Increase in trustees elected to third sector Boards.
 Increase in number of third sector staff attaining accreditation in management.

2. What monitoring arrangements will be put in place?

Set out your milestones (what you will have done by when) and outputs (things you can count to measure your activities) How will spend be monitored?

<p>Year one</p>	<p>Post-holder appointed Work Plan produced Key organisations engaged Organisational Action Plans produced Trainers/Consultants engaged Quality Standards developed Procurement/Commissioning skills training</p>	
<p>Year two</p>	<p>Business Plans produced Quality Standards achieved Fundraising Strategy produced Established Procurement/Tender systems in place</p>	
<p>Year three</p>	<p>Trustee Governance Network established Successful Tender/Commissioned Contracts secured Significant level of grants secured Collaborative procurement partnership and/or consortium established</p>	

3. Evaluation

Following implementation of the project how will you evaluate if your objectives have been met and ensure that there is continuous improvement?

Survey of participating organisations at start of project will provide a base line with which to measure success from survey undertaken at end of the project.
 Indicators will include:

- Level of confidence and optimism for the future
- Increased level of resources and reserves
- Increased number of trustees
- Increased number of voluntary sector personnel gaining accreditation in

management

- Strong partnership working
- Improved statutory/voluntary sector relationship

4. The long term and future

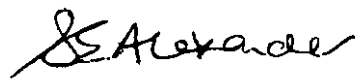
What is the exit strategy when NM resources are no longer available and how will the benefits be sustained?

The project is funded by the Interaction Partnership, NE Essex Primary Care Trust and Essex Community Foundation. The other two partners will fund the post in year 3, after NM resources have ceased. However, the project has a finite duration and will have fulfilled its key objectives by year 3. The benefits will be sustained through the creation of a viable, "fit for purpose" voluntary sector with increased capacity to take on the likely demands of commissioning authorities and funding bodies in the future

Appraisal and approval structures

Amount of funding	Appraisal method	Approval required
Up to £2.5k	Neighbourhood Manager can carry out appraisal and submit for approval	Neighbourhood Manager and 2 Board members one of whom should be a resident board member if possible
Over £2.5k	Neighbourhood Manager and two board members one of which should be a resident board member if possible must go through the project appraisal form and submit for approval	Full Board

Signed:



(project proposer) Date:18 February 2008

Name: ...Sharon Alexander.....

Raising the Capacity of the Voluntary Sector

Appraised by; Elizabeth Foss-Smith

Date 25/02/08

Summary	Yes/no	Notes / changes required
Does this proposal impact on mainstream services or resources?	no	
Do we know what level of service are delivered by and resources committed to the area by this organisation?	yes	
Will this help us achieve our agreed outcomes?	yes	
Is it based on the needs and wishes of local people? Have they been involved in the creation of the project idea?	yes	Voluntary organisations are very much aware that they need extra help with bid writing. Recent stakeholder events highlighted concerns of local people.
Will it make a lasting difference?	yes	Providing that extra funds are brought into the area as a result of increased voluntary sector activity
Is this a substitute for mainstream funding?	no	
Does it provide best value?	yes	
Is it too risky?	no	
Are we confident it will be well managed, monitored and evaluated?	yes	
Section A	Yes or no	Notes / changes required
Is it clear what is being proposed?	Yes	
Is it clear how much money is required?		
Is it clear who the responsible organisation is?	Yes	
Section B		

Summary	Yes/no	Notes / changes required
Is it a convincing proposal in terms of setting out problems, objectives and activities?	Yes	

Will the proposal contribute to the delivery plan outcomes?	Yes	The proposal should enable residents to become more actively involved with the voluntary & community sector, thereby increasing capacity and enabling local people to have more influence in local decision making.
Is it clear how the proposal relates to existing service delivery in the area, and neither substitutes nor duplicates related services?	Yes	
Have residents been adequately involved in developing the proposal (or their views taken into account)?	Yes	As volunteers within local organisations
Are management arrangements adequate?	Yes	
Have risks been adequately considered and planned for?	Yes	

Section C	Yes or no	Notes / changes required
Are the finances clear and reasonable and do they provide adequate detail?		
Does the proposal provide value for money?		
Is adequate information provided on the resources already invested by the organisation?		
Is an adequate explanation provided for why NM money is required?	Yes	
Section D		
Have other options been adequately considered?	Yes	
Section E		
Have measurable outcomes	Yes	

been identified?		
Are adequate monitoring arrangements in place?	Yes	
Are mechanisms in place for evaluation?	Yes	
Is it clear what the exit strategy is and how the benefits can be sustained?	Yes	

Decision of appraisal panel

Recommend approval	
Do not recommend approval	
Recommend changes required before approval	yes
If so, please state or refer to above sections Subject to financial and budget details in C.1.	

Name	Elizabeth Foss-Smith
Signed	<i>Elizabeth Foss-Smith</i>
Date	25.02.2008

