

Funding Information Pack

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CONTENTS

1. Introduction to Funding Information Pack
2. Fit for Funding Checklist
3. Writing Letters of Application
4. Jargon
5. Evidence of Need
6. Monitoring
7. Evaluation
8. Full Cost Recovery
9. Sustainable Funding
10. Getting Started: A List of Funding Resources
11. Local Funders
12. An A-Z of Fundraising Ideas
13. Funding Events Action Plan
14. Procurement and Tendering
15. About DEVELOP Enhancing Community Support

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Information in this pack also supplied by:

- **Charities Information Bureau South & West**
Tel: 01380 729279 www.cibfunding.info
- **National Association for Voluntary and Community Action NAVCA**
Tel: 0114 278 6636 www.navca.org.uk
- **The Finance Hub** www.financehub.org.uk

1. Introduction to Funding Information Pack

This **Funding Information Pack** has been put together by DEVELOP to support VCS groups to fundraise for their organisation, project or event. It includes information on preparing your group to fundraise, information on local funders, fundraising tips and links to further resources.

Before You Start:

Is your group “ready” to fundraise? Is it constituted? Does it have a bank account? To make sure you are in the best possible position to succeed when applying for funding, see the “Are You Ready for Funding?” factsheet in this pack and visit:

- **fit4funding** This is an excellent resource with tips on how to prepare your group for fundraising, where to find funds, making applications and what to do when the funding ends. www.fit4funding.org.uk

Looking For Funders:

DEVELOP run Funding Surgeries, in both Wiltshire and B&NES, where you can meet our Funding Adviser to discuss your organisation’s funding needs. Our Funding Adviser can do a tailored funding search for your group or project

- **DEVELOP** : www.developecs.org.uk: Go to our funding pages for a comprehensive list of local funders, links to online search engines, resources, training and more.
- **The Charities Information Bureau South & West**: www.cibsouthandwest.org.uk: Has funding information databases that are accessible through their website via a simple registration system and are free. They also produce a bi-monthly regional bulletin which gives information on new grants, selected ongoing grants and local funding information.
- **Open4Communities**: www.open4community.info/bathnes: Search 1000s of potential funders including government, lottery, EU, non government and charitable trust funds. It also has useful information on how to write good bids.
- **Funding Central**: <http://www.fundingcentral.org.uk/Default.aspx> is a free smart website for the whole voluntary and community sector, including social enterprise, providing access to thousands of funding and finance opportunities, plus a wealth of tools and resources supporting organisations to develop sustainable income strategies appropriate to their needs.

Resources:

- **Finance Hub**: www.financehub.org.uk: Comprehensive advice and downloadable publications on all aspects of fundraising and finance.

Thinking Outside the Box:

- **NCVO Sustainable Funding Project**: www.ncvo-vol.org.uk/sfp/?id=2090: Links and publications to enable VCS groups to explore a full range of funding and financial options to develop a sustainable funding mix.

2. Fit for Funding Checklist

	Y	N
Constitution /Terms of Reference		
Committee members		
Bank Account <i>Do we have one or is another organisation going to hold the finances?</i>		
Mission statement <i>What are the organisation's core values?</i>		
Client group <i>Do we target a specific group of people?</i> <i>Do they have specific needs?</i> <i>Geographic location</i> <i>Age</i> <i>Poor or no existing facilities</i> <i>Cultural Barriers</i> <i>Historical lack of provision or support</i> <i>Lack of transport</i>		
Project Activity <i>What will you do?</i> <i>Be specific, clear and jargon-free</i>		
Evidence of need <i>National/regional/local</i> <i>Consultation – did we ask if people wanted and needed this service/project?</i> <i>Development – did a previous or existing project highlight a need?</i> <i>How did we make sure that we are not duplicating another service in the area? How will we complement/work with our competitors?</i> <i>Were we asked to fill a gap?</i>		
Resources <i>What do we have?</i> <i>Who will work in kind?</i> <i>Free services e.g. company support/pro-help</i> <i>Particular skills of trustees, staff and volunteers</i> <i>Volunteers</i> <i>Other agencies</i> <i>What do we not have?</i>		
Project budget <i>How much will it cost overall?</i> <i>How did we decide on this amount?</i> <i>Have we allowed for inflation?</i> <i>Contingency plans?</i> <i>Have we taken 'hidden' costs into account?</i>		

<p><i>(planning/writing applications/research/recruitment etc)</i> <i>Is Full Cost Recovery appropriate? Have we worked it out properly?</i></p>		
<p>Sources of money <i>Grants / Foundations /Trusts</i> <i>(Large? Small? Mixture?)</i> <i>Fundraising</i> <i>Loans</i> <i>Donations</i> <i>Trading</i></p>		
<p>Financial systems <i>How will we make sure the money is managed effectively?</i> <i>What previous experience have we had?</i> <i>How many signatories for cheques?</i></p>		
<p>Records <i>Log of all communication kept?</i> <i>Where is relevant information kept? All policies in one place</i> <i>Who is responsible for it?</i> <i>Clear statement of responsibilities in relation to funding</i></p>		
<p>Quality <i>Relevant policies, e.g. Equal Opportunities; Child Protection etc</i> <i>Job descriptions</i></p>		
<p>Monitoring <i>How will our success be recorded? What methods will be used?</i> <i>Who will be responsible for those records?</i> <i>Outputs? Outcomes?</i></p>		
<p>Evaluation <i>How will we evaluate the project?</i> <i>Who will evaluate?</i> <i>How will we report this?</i></p>		
<p>Exit Strategy <i>What will happen if the project comes to an end after the funding stops?</i> <i>How will we try to continue the project?</i></p>		

3. Writing Letters of Application

Letters to potential funders should be clear, concise and logical.

- Explain what your organisation does. Keep this brief and to the point: what you do; who you do it for and where you work. If you have had previous funding, mention who from.
- Describe the work you will do – who it will help and where. Be specific, it is not be enough to say you will provide recreational activities for pensioners – far better to state that you will provide recreational activities such as bridge, dominoes and dancing for people aged 60 and over every Tuesday afternoon. Show what you will do, how you will do it and when.
- Demonstrate that there is a need for the project, that you can evidence this by a variety of means (consultations, reports etc). Do not be emotive, funders do not want tears and sympathy, they want facts and figures.
- Show that you will be meeting the need and what the benefits are to the people you will be working with/for. Be positive, use words like will instead of may and be as specific as you can. For instance, 'we will limit feelings of isolation for 25 pensioners' is much more powerful and useful than 'we will help old people'.
- What records will you keep to show you have done this? Registers of attendance, photographs, surveys of users, notes from a visitor's book – anything that shows how successful you have been and that you have done what you set out to do.
- The budget needs to be shown, make this as realistic as possible and that any items mentioned are also included in the description of what you will do. It is no good including the cost of a conference in your budget if you have not mentioned the conference in the description of your project. State who else you are asking for money and whether any money has already been received or promised.
- There are two different thoughts about whether or not to ask for a specific amount of money. Personally, I feel it is better to say you are seeking a contribution of £xx towards your total budget of £xxx and that the remainder will be raised from other sources (if the total cost is more than they are likely to contribute). However, some people feel uncomfortable doing this and will just ask for a contribution. Whatever you decide, you do need to ask for the money.
- Find out who you are writing to – do not use 'Dear sir or madam'
- Keep to a maximum 2 sides of A4 paper.
- *Avoid* jargon or abbreviations and do not include anything extra unless the funder has requested it. They will come back and ask if they need further information.
- Ask someone else to read it to see if it makes sense and is jargon-free.

4. Jargon

Often, when I meet a group for the first time, someone will tell me how great it is to have someone who can help them to use the jargon that is necessary to make applications. It is true that I am aware of the jargon but my answer is always that, although I know it, I try very hard not to use it.

Some funders use it, as a form of shorthand, but my advice would be to steer away from it completely if you can. It is easy to assume that whoever reads the application must know what you mean but can make it look as if things have not been thought through and planned properly – and that will never impress anyone. With that in mind, my hints would be:

- Avoid all jargon, acronyms and abbreviations. It is much better to write things in full, this will avoid any misinterpretation. For example, to you TLC may mean Tender Loving Care but to others it could mean: The Learning Council; The Leaky Cauldron (Harry Potter website); Toyota Land Cruisers or could be the name of a female Rhythm and Blues Band – to name just a few! The reader of your application may know nothing about the work you do.
- Be precise. Rather than saying, 'We are much appreciated by the local community,' write that you had twenty five attendees at each event every Friday night. If you provide recreational activities for pensioners, then say that you help people over the age of 60 to take part in swimming, bridge and social outings
- Be positive, state, 'We will...' rather than 'We hope to...'
- Funders do not want you to be emotive, they want facts and figures and so keep away from words that suggest you are playing the sympathy card
- Some people like to use the jargon used by the funder in their guidelines. This may be acceptable but only if you qualify what it means so that it is clear that you know what you are talking about and are not just trying to impress by the use of the funder's language. For example, if the guidelines state that you need to show you are 'engaging with the community', then it would be acceptable to say that you will 'engage with the community by inviting the local residents to take part in a consultation exercise.'
- The word 'obviously' should never be used in applications, it may be obvious to you but not necessarily to the reader
- Above all be clear and don't waffle.

5. Evidence of Need

The world of funding is littered with jargon and, although this can be useful shorthand, it is often confusing and off-putting when faced with it in an application form. Evidence of need is a term that is becoming increasingly used, and more and more important as the emphasis of funders generally leans towards the difference you are going to make rather than how you will do it (although both are important).

Basically, evidence of need is the proof you show that there is a need for a particular event or project and that it isn't just a bright idea you have had that no-one needs or wants.

This evidence must come from a reliable source and be as local and up to date as is possible.

Ideally, it should include a mixture of:

- Surveys / consultations
- Photographs
- Statistics
- Previous projects run by you that have identified a need
- Have you been asked to fill a gap in the provision of something?

I often advise groups to start with showing the national need; followed by regional; district and then local. This may not be suitable for all but can be helpful for some. All projects will need to show how the community (whether that is a geographical community or a community of people with a common interest) feel about the plan for your particular project.

There are several websites that can help you along the way but I would suggest these are a starting point and should not be considered as the only method used to show a need.

www.statistics.gov.uk

National and local statistics, including the census, on Britain's economy, population and society. The information from this site has to meet various quality standards and is reviewed every five years for quality.

www.creatingexcellence.org.uk

This is an information and networking resource for SW Regeneration. They are there to support with design, evidence and funding and are also available by telephone if you want to ask questions. Freephone 0800 328 3234

www.seldsw.org.uk (Supporting Evidence for Local Delivery)

This government pilot aims to improve the delivery of neighbourhood renewal by enhancing the quality and use of evidence.

www.intelligencewest.org.uk/

This is a directory of data and links for sources of data for the four unitary authorities in the south west that used to be known as Avon, including B&NES.

www.neighbourhood.gov.uk

The Neighbourhood Renewal Unit is responsible for overseeing the Government's neighbourhood renewal strategy. This is a strategy that is aimed at local needs rather than national. There is a wealth of information on the website.

Local Community Plans

Community Area Plans supply an Action Plan for communities based on needs identified by local councils and other organisations to improve the quality of life for all who live, work or visit the community area.

Questionnaires and surveys of the local area, as well as photographs will also give you the immediate locality need and, in most cases, will be more important than anything else. Remember that these should be as up to date as possible as the older they are, the less powerful they are. Ensure that you make consultations with people who will be affected in any way by your project

Proving a need will help in many ways, for example getting yourself known as a group, and therefore raising awareness of what you want to do in the community as well as supplying the evidence. Personally, I feel that one of the most important things it does is to shape the project. How else can you know how the project should work and exactly what is needed to give people what they want?

Evidence is important but make it a worthwhile exercise by ensuring it serves more than one purpose and use it to shape your service.

6. Monitoring

Monitoring is the gathering of information to show what progress has been made towards previously agreed targets. It is not the same thing as evaluation although many people say both words in one breath.

So, why would you need or want to monitor?

- It informs your service to enable you to ensure the effective operation of the organisation
- It ensures you meet your aims and objectives
- It gives you data for comparison for the future
- It can establish the need for funding for future projects
- It can keep funders happy as it gives them the figures and information they need to ensure the money they give you is being spent to provide what you promised to deliver

How can you do it?

Most organisations keep records and notes and discuss what they are doing but this becomes monitoring when it is done routinely and methodically against a plan. It should be done routinely and for the length of the project. Personally, I have always found it easier to manage if the information is gathered on a regular basis, e.g. monthly. This ensures that anything that needs to be highlighted will be noticed before it is too late to make adjustments, for instance you may not be meeting the targets, but also means you are not spending days at the end of a project searching for the evidence you need to evaluate.

Do not underestimate how time consuming monitoring can be. Some funders will tell you exactly what sort of monitoring they want to see but some may ask you to tell them what information you will collect. Make sure you offer to give information that you will find useful, and may possibly need to have anyway (e.g. records of attendance for Health and Safety reasons).

The sort of information you may collect will probably fit into two categories:

1. **Hard data** – this would be numerical information. For instance, how many people attend your service; their ages, gender, ethnicity etc; the geographical area or postcode of where they live.
2. **Soft data** – this could be anecdotal evidence, for instance if you work with young people who have behavioural difficulties you may want to monitor their behaviour and so you would have notes of the important information when they start on your project and then regularly keep notes of feedback, comments etc during the time they spend on the project. Or, it could be feedback from members of your community group who attend events in your village hall.

The monitoring you choose should match your outcomes and objectives and so care should be taken that you do not collect information for the sake of it; it should help support your project or organisation and give you useful data for the future. As said earlier, this information needs to be kept and updated regularly and also needs to be kept in a logical fashion.

7. Evaluation

One of the main uses of the data collected during monitoring is to provide information for the evaluation of your service.

Evaluation is making judgements about the evidence produced from monitoring.

Evaluations have two main related purposes:

1. To answer questions about the impact of services and projects, including the outcomes* and how and why services achieve or do not achieve their objectives
2. To answer questions about the processes, structures and outputs* in the delivery and implementation of services and projects. For example:
 - What is delivered, to whom, and how?
 - What are the characteristics of participants?
 - Who is not being reached by the service or project?
 - What are the barriers and challenges in delivery
 - What are best practice solutions and lessons learned?

Evaluation is therefore important:

- As a vehicle for gathering accurate baseline data and information about the service
- To inform ongoing decision-making and assess whether a service has achieved, or is on target towards, its aims and objectives
- To show what has happened as a result of the service being in place, including unexpected outcomes (for instance the unexpected outcome of a service to encourage adults to learn to read could be that a percentage of those people found employment because of this)
- To improve practice and inform future strategy and planning
- To secure support - financial and/or in kind - for the service
- To meet any inspection requirements

Sometimes projects which have depended largely on partnership working means it can be difficult to isolate which aspects of the service are responsible for which outcomes.

For example, is the improvement in a pupil's exam results attributable to the adult learning programme her parents attended, which helped them engage more with her learning? Or is it attributable to the work her teachers did with her on problem-solving? Or the fact that she attended a nurture group which helped her self-esteem? In reality, it is likely to be a combination of all of these things. This can make it difficult to identify the exact strength of one particular aspect but is an excellent way to show the power behind joined up working.

Plan for evaluations in your project budget. Even if you undertake to do it yourself there are time and cost implications and, if you pay someone else to do it it will cost even more. Also plan to shout about your success, let people know what a good job you have done.

One of the main reasons why people make evaluations of their services is to meet the needs of the funders. This is a good reason of course but I suggest that the best evaluations are done to improve and develop services.

**Outputs and outcomes are often confused.*

Outcomes are the changes or benefits that are a result of the project and **outputs** are the products put in place to achieve the desired changes. So, if we used the example above, the outputs would be the exam results but the outcome could be her improved self esteem and the better relationships within her family.

8. Full Cost Recovery

Speak to anyone in the charity/voluntary sector and they will tell you that for many years very few funders have considered paying for core or overhead costs. Many like to fund new and innovative projects and often state that they will not pay core costs.

This has caused problems for many charities. How are they supposed to fund the core costs of any organisation? Who pays for the services that support those wonderful new projects? Under-funding of these costs has implications for the quality in delivery of services. Some funders allow a percentage of 10% or so for 'Management Costs' but this may not necessarily cover the true costs.

Any project has costs that are obvious, such as staff time, equipment, buildings, volunteer costs etc. However, there are those hidden costs; the costs to the organisation as a whole. For example, the project staff members will need supervision, IT support, personnel / finance department support, utilities, and sometimes Trustee time as well. Traditionally, as I said earlier, this has been a neglected area but Full Cost Recovery enables you to account for the *true* cost of running the project by apportioning or sharing all the relevant costs.

The Charity Commission states that, "It is reasonable for a charity to expect an authority to fund its full costs. Full Cost Recovery is supported by government policy, as set out in the Compact and its good practice code on funding and procurement."

The really good news is that the Big Lottery Fund is committed to the principle of full cost recovery; hopefully this will become an automatic allowable cost in the future for many other funders.

There are useful sources of information on how to manage Full Cost Recovery but basically, you would need to list all the costs of the organisation except those projects discretely funded already (otherwise you could be double funding). All those costs would be then apportioned to each project in one of several ways. It could be done by floorspace, by number of staff hours or other methods. You end up with shared costs for each project. Of course, in practice this can become a bit complicated, especially if you have several projects, all with different funders.

However, there is help available for this. ACEVO have published a guide and toolkit that is available in hard-copy or interactive cd. You will find more details on www.acevo.org.uk or 0845 345 8481.

It may not seem easy, and it often is not, but it will give you a template to use for the future and also give true costs for better financial planning for your organisation.

9. Sustainable Funding

Sustainability is a term often bandied about nowadays and, as with any jargon or buzz words, it can often mean different things to different people. Basically, when used in the context of funding, it means becoming more financially stable.

Becoming more financially stable should be a goal for us all. The Lottery good causes pot is becoming smaller as less people buy lottery tickets, European funding will steadily reduce over the next few years and many local authorities are reducing funding or converting to service level agreements.

Grant funding is often viewed by groups as the only possible way of funding but actually the best way to fund your organisation is by using a diverse selection of methods. That way not all your eggs are in one basket, so to speak. Your income may be more sustainable if you consider the selling of your goods and/or services.

Many not-for-profit organisations discount this as an option before looking at it seriously but the main benefit of this is worth a glance. What is that benefit? The income is independent and unrestricted and so you can spend it in any way that fits with your organisation. 'Not-for-profit' is a bit of a misnomer, you can make a profit but what counts is how you spend it.

There are lots of ways of generating earned income:

- Sell goods or services related to your organisations aims, e.g. training, consultancy, items that you make, performances, events etc.
- Consider renting out car parking space, room/workspace, use of your vehicle or advertising space on it.
- Charge users of your services a nominal fee or consider a membership fee.
- Contract your services, perhaps to a local authority
- Involve your service users in the generation of income and you could become a social firm.
- Sell purely for profit. One example of this is a charity shop but you could start small, e.g. key rings or badges with your logo.
- Consider working in partnership with others. This may increase your chances of success with any contracts/grants you do apply for.

A good, thorough plan is needed before you do any of this and lots of lateral, creative thinking to come up with something worthwhile as well as saleable. You need to make sure that everyone in the organisation understands the importance/necessity of such a move.

This will not be suitable for all and the implications need to be researched before it is started but for those who can do it, this can bring them closer to sustainability and thus, stability.

13. Getting Started: A List of Funding Resources

Jane O'Connell has pulled together a list of funding resources, with help from NAVCA's Funding Advice Workers' Network.

Publications

Charity Commission Publications

Including: CC20 - Charities and Fund-Raising; CC35 - Trustees, trading and tax; CC37 - Charities and contract,; RS2 - Charities and Commercial Partners.
www.charitycommission.gov.uk

Effective fundraising: An informal guide to getting grants and donations

One of a massive range of printed material available from the Directory of Social Change to support the funding advice function within an LIO. Effective fundraising costs £12.95 from: DSC Books
Tel 08450 777707
Email publications@dsc.org.uk
www.dsc.org.uk/publications

Other DSC publications include Capital Campaigns and Major Donor Fundraising.

First Steps for a New Funding Advice Worker

Induction pack produced by Funding Information North East (FINE). Price £22.00. An order form can be downloaded from the FINE website. FINE
Tel 0191 477 1253
Email enquiries@fine.org.uk
www.fine.org.uk

Finance Hub publications

The Finance Hub has been replaced by the National Support Services (see below) but a range of publications and resources, including an introductory pack on funding advice and finance, available via the Finance Hub website:
www.financehub.org.uk

FunderFinder Online Advice Pack

www.funderfinder.org.uk/advice_pack.php

Funding and Procurement: a Code of Good Practice

The Code seeks to improve funding and procurement relationships, to benefit both funder and funded, and to safeguard the sector's independence.
www.thecompact.org.uk (follow the link for Publications).

The fundraiser's guide to the law

Bates, Wells and Braithwaite & Centre for Voluntary Sector Development, DSC/CAF
DSC Books
Tel 08450 777707
Email publications@dsc.org.uk
www.dsc.org.uk/publications

Sustainable Funding Project

The Sustainable Funding Project at NCVO produces a range of publications including: Introduction to sustainable funding - understanding your options and Fruitful Funding: A guide to funders' levels of engagement.
www.ncvo-sfp.org.uk

Why grants are important for a healthy local VCS

This NAVCA report explores the grant funding relationship between local government and the local voluntary and community sector as part of the local funding mix.
www.navca.org.uk/publications/whygrants

Sustaining Grants

NAVCA leaflet explaining why local grant aid is vital for a healthy voluntary and community sector and thriving local communities'.
www.navca.org.uk/publications/sustaininggrants

Grant-making Trusts

Information from DSC about more than 4,200 UK grant-making trusts who, between them, give over £3.1 billion a year. Available as print publications (A Guide to the Major Trusts Volumes 1 and 2, regional guides to local trusts and the Directory of Grant Making Trusts), CD Rom or regularly updated website: DSC
www.trustfunding.org.uk
Tel 08450 777707

Guide to UK Company Giving

DSC guide giving details of over 500 companies, giving a combined total of £290 million in cash donations to voluntary and community organisations. Available as a print publication, CD Rom or regularly updated website: DSC
www.companygiving.org.uk
Tel 08450 777707

Institute of Fundraising Codes of Practice

The Codes of Fundraising Practice represent the standards set for fundraisers in the UK. Each code covers a separate fundraising technique and provides information on areas of the law, guidance on the techniques themselves and the best practice that the fundraising sector has set itself to ensure the highest standards.
www.institute-of-fundraising.org.uk/bestpractice/thecodes

Profunding

A good source of web-based funding news. Site users can access all the latest news from each funder. There are sections for each of the major fund sources (grants from trusts, companies and government, the Lottery and Europe, as well as information about attracting money from individual donors). Subscription costs from £352.50 per annum. See:

www.fundinginformation.org

SMALLfri

SMALLfri is a subscription service from Profunding that's designed to assist newly formed organisations, projects or groups with an annual turnover below £50,000. Price £117.50 including VAT for a 12-month subscription.
www.fundinginformation.org.uk/SmallFriHome.html

Social Enterprise resource list

Published annually in NAVCA's 'Circulation'. Also available on our website at www.navca.org.uk/publications/circulation/2007/399 (for NAVCA members and affiliates only).

Society Guardian

www.guardian.co.uk/society

SYFAB information sheets

South Yorkshire Funding Advice Bureau (SYFAB) has several information sheets appropriate to groups in other regions, including Developing a Fundraising Strategy, Organising your Fundraising Information, and Budgets for Small Groups and Small Projects.
www.syfab.org.uk

Treasury Guidance to Funders

<http://digbig.com/4tccw> or
www.hm-treasury.gov.uk

The Voluntary Sector Legal Handbook

Sandy Adirondack & James Sinclair Taylor
DSC Books
Tel 08450 777707
Email publications@dsc.org.uk
www.dsc.org.uk/publications
New edition expected end of 2009.

Training

fit4funding

fit4funding has a training programme for voluntary and community groups, including a four day NOCN-accredited course 'Training for Advisers and Funders'

Fit4funding

Tel 01924 239063

Email info@fit4funding.org.uk

www.fit4funding.org.uk

Directory of Social Change

DSC provides a range of fundraising courses including 'Effective fundraising', and 'Managing fundraising'.

DSC Training

Tel 08450 777707

www.dsc.org.uk/Training

Institute of Fundraising

The Institute of Fundraising offers a 'Certificate in Fundraising Management' a postgraduate qualification for fundraisers.

www.institute-of-fundraising.org.uk

Local Infrastructure Organisation

Your local infrastructure organisation (LIO) (www.navca.org.uk/liodir) or Regional Voluntary Sector Network (see below) may run fundraising courses, or be able to put you in touch with experienced local fundraisers for work shadowing. Your LIO will often be able to advise groups on funding applications and funding sources.

National Support Services

The National Support Services (NSS) investment is one of Capacitybuilders' principal funding streams running from April 2008 until 2011 and will give support providers the resources, evidence and good practice they need to deliver help to the frontline. Nine new national workstreams (including income, performance and equality) target the areas where the sector needs improved support.

www.improvingsupport.org.uk

Networking

NAVCA has a Funding Advice Workers' Network (FAWN) to help funding advice workers share experience and good practice.

www.navca.org.uk/services/networking

NAVCA also has a Social Enterprise Advisers' Network for all those involved in social or community enterprise activity or who are encouraging local organisations and groups to earn income from trading or asset building.

www.navca.org.uk/services/networking

Your local infrastructure organisation (LIO) (see www.navca.org.uk/liodir) or Regional Voluntary Sector Network (see below) may also be able to provide networking opportunities.

The National Funding Advice Partnership (which includes NAVCA, fit4funding and Charities Information Bureau) is currently investigating the feasibility of a Funding Advisors National Network (FANN) to support the provision of funding advice to the third sector.
www.fit4funding.org.uk/community_support/fann

NAVCA Local Commissioning and Procurement Unit
Provides information, advice and support to local infrastructure organisations to enable them to assist the local third sector's engagement in the commissioning and delivery of public services.
www.navca.org.uk/news/lcpu.htm

Websites

NAVCA

www.navca.org.uk

Includes: Funding links - www.navca.org.uk/links/management/funding

Procurement - www.navca.org.uk/stratwork/procurement

Funding websites

Access-funds - www.access-funds.co.uk

Association of Charitable Foundations -
www.acf.org.uk

Association of Charity Shops -
www.charityshops.org.uk

BBC Children in Need -
www.bbc.co.uk/pudsey

Big Lottery Fund -
www.biglotteryfund.org.uk

Business in the Community -
www.bitc.org.uk

Cash-online - www.cash-online.org.uk

Charities Aid Foundation -
www.cafonline.org

fit4funding - www.fit4funding.org.uk

Charity Bank - www.charitybank.org

Comic Relief - www.comicrelief.com

Company Giving -
www.companygiving.org.uk

FunderFinder - www.funderfinder.org.uk

Funders Online - www.fundersonline.org

Fundsnet - www.fundsnet.com

Futurebuilders - www.futurebuilders-england.org.uk

Governmentfunding -
www.governmentfunding.org.uk

Grants for individuals -
www.grantsforindividuals.org.uk

Grants4info - www.grants4.info

Grantfinder - www.grantfinder.co.uk

Grants for individuals -
www.grantsforindividuals.org.uk

Grantsnet - www.grantsnet.co.uk

Grants Online - www.grantsonline.org.uk

Heritage Lottery Fund - www.hlf.org.uk

Institute of Fundraising - www.institute-of-fundraising.org.uk

Institute for Philanthropy -
www.instituteforphilanthropy.org.uk

JustGiving - www.justgiving.com

NCVO Sustainable Funding Project -
www.ncvo-sfp.org.uk

Profunding - www.fundinginformation.org

RD info (health related research funding information) - www.rdinfo.org.uk

Sport Relief - www.sportrelief.com

Tax effective giving - www.tax-effectivegiving.org.uk

Trustfunding - www.trustfunding.org.uk

UK fundraising - www.fundraising.co.uk

Government sites

Charity Commission -
www.charitycommission.gov.uk

HM Revenue and Customs -
www.hmrc.gov.uk

HM Treasury - www.hm-treasury.gov.uk

Housing Corporation -
www.housingcorp.gov.uk

how2fundraise - www.how2fundraise.org

National Giving Week -
www.nationalgivingweek.org.uk

Neighbourhood Renewal Unit -
www.neighbourhood.gov.uk

Office of the Third Sector (Cabinet Office)
- www.cabinetoffice.gov.uk/thirdsector

Social Exclusion Task Force -
www.cabinetoffice.gov.uk/social_exclusion_task_force

UK Statistics Authority -
www.statistics.gov.uk

Other useful sites

BP plans – business planning made easy -
www.bplans.com

Capacitybuilders -
www.capacitybuilders.org.uk

Charities Buying Group -
www.charitiesbuyinggroup.co.uk

Common Purpose -
www.commonpurpose.org.uk

Count Me In Calendar -
www.countmeincalendar.info

Directory of Social Change -
www.dsc.org.uk

Finance Hub - www.financehub.org.uk

Fundraising Standards Board -
www.frsb.org.uk

Full Cost Recovery -
www.fullcostrecovery.org.uk

Gaming Board (for information on raffles and gambling as fundraising) -
www.gamblingcommission.gov.uk

HM Revenue and Customs (charities pages) - www.hmrc.gov.uk/charities

Information Commissioner's Office, For information on Data Protection for e.g. direct mail fundraising campaigns -
www.ico.gov.uk

In Kind direct - www.inkinddirect.org

National Support Services -
www.improvingsupport.org.uk

NCVO - www.ncvo-vol.org.uk

Payroll Giving - www.payrollgiving.co.uk

QuickGuides - www.quickguidesonline.com

Social Enterprise magazine -
www.socialenterprisemag.co.uk

Society Guardian DSC -
www.guardian.co.uk/society

Sustainable Funding Project - www.ncvo-sfp.org.uk

Third Sector - www.thirdsector.co.uk

VolResource - www.volresource.org.uk

Software

FunderFinder

FunderFinder offers two main software packages for grant-seekers: People In Need

(PIN) and Groups In Need (GIN). These are offered on a per-site basis. Details of the software and costs can be found at: www.funderfinder.org.uk/pin.php

Also available: 'Apply Yourself' to help grant seekers write funding applications – www.funderfinder.org.uk/applyyou.php – and 'Budget Yourself' to help groups set up, manage and use a budget – www.funderfinder.org.uk/budgetyou.php

Regional contacts

South West Forum (SWF)

Tel 01392 823758

Email admin@southwestforum.org.uk

www.southwestforum.org.uk

11. Local funders

Potential sources:

Most of these will not be major donors, even if there are clear links between their interest and your work. However, they have contacts and some have the ability to mobilise large numbers of people to volunteer, attend events, organise collections and give you access to their friends and colleagues. They can also help raise your profile.

- **Trade Unions:** may give gifts, advertising space in their publications or a small cash grant. It's good to start with a personal contact at a local branch
- **Membership bodies** such as WI, Rotarians, Masons and Lions can also be helpful. May encourage their memberships to support particular appeals. May also organise events for a donation
- **Local groups** such as Brownies, Guides, Scouts, sports clubs. For instance, you may want to hold a sponsored walk and require help to staff the event, although they may ask for a small donation to their own funds in return
- **Church and religious bodies** - Congregations may allocate an annual collection to a cause – not necessarily religious in nature. At national levels churches will actively mobilise support for social action
- **Schools and young people** – to help raise funds, awareness or to reach adults through children. Be aware of ages and legal requirements. Approach Head Teachers in the first instance
- **Local Companies** - half of their giving is in the form of gifts in kind, secondments, sponsorship and goodwill advertising. Companies like to be very clear about the impact of their donation; they also usually like thanks, recognition and publicity
- **Local trust funds** - be sure you familiarise yourself with the funders criteria and show the benefits to the local area.

Remember:

- Each organisation is different – do your homework
- Take opportunities to let them know what you do
- Are your committee or supporters members of a group?
- If you write, make sure you know what you are asking for
- Local sources are an invaluable source of match funding may just be the lever needed to access the big money!

12. An A-Z of Fundraising Ideas

- A**
- Antiques fair
 - Art exhibition – indoor or out
 - Athletics event
 - "At Home" evening
 - Auction
 - Appeal in the press or by leaflet
 - Austerity lunch
 - Auction of promises
- B**
- Baby show
 - Baby sitting
 - Ball / Dance
 - Balloon race
 - Barbecue
 - Barn dance
 - Bazaar
 - Beauty demonstration
 - Bed pushing marathon
 - Bicycle treasure hunt
 - Bingo
 - Blanket/bucket collection (collect coins in blanket/bucket at footballmatch, etc)
 - Book sale
 - Bowling
 - Bridge drive
 - Bring and Buy sale
 - Buy a Brick
- C**
- Car boot sale/auction
 - Car rally
 - Car washing
 - Carnival
 - Carol singing
 - Carol singing marathon
 - Chopping firewood
 - Christmas cards
 - Christmas draw
 - Christmas fair
 - Christmas card sale
 - Coffee morning
 - Coins in a fountain
 - Collections - churches, public house, at work, house to house
 - hotels.
 - Collection boxes
 - Competitions - photographic, sports,
 - Concert
 - Craft festival
 - Cream Teas
 - Customised items (T-shirts, calendar etc – particularly designed by children)
- D**
- Dance
 - Darts match
 - Dinner
 - Discotheque
 - Displays - in cinema foyers, hospitals
 - Dog show
 - Donkey derby
 - Dutch/American auction
 - Diminishing coffee/tea/lunch parties
 - Duck race
- E**
- Electric train exhibition.
 - Exhibition
 - Expedition - by barge, coach or train
- F**
- Face Painting
 - Fashion show
 - Fast – invite people to pay not to have dinner with you – ie to give up a meal
 - Fete
 - Fishing tournament
 - Flag day
 - Flower show
 - Football match
 - Fortune telling
 - Fun fair
- G**
- Garden party
 - Garden open day

Ghost Walk
 Gift shop
 Golf tournament
 Good as new sale
 Gymkhana
 Guess the baby

H

Halloween party
 Hat sale
 Hobbies show
 Home decorating
 House to house collection

I

Individual gifts - gift day, pledge an hours
 pay, donations, etc.
 Indoor games competition

J

Jam making -
 Jobs about the house, garden
 or neighbourhood
 Judo display
 Jumble sale

K

Karaoke Night
 Kiosks - at roadside, fete, carnival or
 fairground to sell hot dogs, snacks etc.

L

Lawn mowing
 Letter appeal
 Litter collection
 Lottery
 Luncheon
 Lecture - by expert from your group

M

Mannequin parade
 Mailshot
 Market stall
 Masked ball
 Model making

Musical recital

N

Nearly new sale

O

Old time music hall
 Ox roast

P

Pantomime
 Payroll giving
 Pennies-mile of pennies jar of pennies,
 pennies to fill a shape/picture on pavement
 etc
 Photo flash – photos taken at an event
 Pet show
 Plant sale
 Pop music sale
 Pound stall
 Puppet show

Q

Queen of clubs - a personality girl contest
 Quiz

R

Race night
 Raffle
 Rally
 Record swap

S

Safari supper -four course meal each
 course served at a different home
 Sale of Key Rings, Pens, Pencils
 Sale of work
 Scavenger hunt
 Secondhand market
 Shoe shine
 Shopping at Home (through a commercial
 firm eg. chocolate, jewelry, underwear etc -
 Sideshows (games at a fete etc)
 Silent auction

Silver paper/bottle top collection
Speakers panel
Sponsored events - walks, hymn singing,
Slim-in,
Snowball Party (each paying guest also has to subsequently hold their own party and so on...)
Sports day
Stalls
Stunts - twist marathon, parachute jump
Sweet making
Swimming gala
Swap shop

T

"200 club"
Tea party
Talent competition
Tennis tournament
Toy fair
Toy making
Tombola
Theme days

U

Universal Aunts - a group of people who are willing to go anywhere and do anything legal for money.
Used stamp collection

V

Variety club
Vegetable sale
Veteran car rally
Visit each week - to homes to take up regular voluntary collection which has been promised in advance

W

Whist drive
Window cleaning
Wine and Cheese party
Wishing well – (eg in large shop)

Y

YOUR OWN IDEAS according to the particular circumstances of the locality

Z

Zany ideas - steam roller race for example

13. Funding Events Action Plan

Fundraising Events Action Plan				
		Action	Who	Deadline
Why are we holding events?	<i>It is good to have a focus and know what you want to get out of your event(s)</i>			
<ul style="list-style-type: none"> Raising awareness 	<ol style="list-style-type: none"> Who will be invited? Some schools encourage charitable activities, is there one in your area that may want to organise an event? You are raising their awareness and so they may be potential future supporters (Speak to Head Teacher, try and fit in with the school curriculum). How will you advertise it? Good publicity will also raise funds. Take photos on the day and send to local media if they can't come. 			
<ul style="list-style-type: none"> Need the money 	<ol style="list-style-type: none"> A good ratio is three parts income to one part expense. Have you considered an online fundraising page? Can donors be asked for Gift Aid? 			
<ul style="list-style-type: none"> Community involvement 	<ol style="list-style-type: none"> Some companies may match what you make. Ask colleagues and friends if they think their employer may consider this. Find out if you can place an article in staff newsletters; display a poster on staff notice board etc. Can you tailor your activity so that your donors may also like to be sponsored in aid of the group? 			
<ul style="list-style-type: none"> Other 				
What event?	<ol style="list-style-type: none"> Who will help plan it? Enlist help or set up a small group. Choose an event that is not too extravagant (especially if you have not done many before.) Simple ideas often work best. A few smaller events can sometimes make more money than one huge event. 			

Fundraising Events Action Plan				
		Action	Who	Deadline
Where?	<ol style="list-style-type: none"> 1. Do you need an entertainment licence? 2. Is there adequate parking? 3. Is there disabled access? 			
When?	<ol style="list-style-type: none"> 1. Have you allowed enough time to plan and advertise it? 2. Schedule actions and tasks along the way - small chunks are easier to cope with. 3. Will it clash with anything else planned in the area? 			
Health and safety	<ol style="list-style-type: none"> 1. Stay safe check that you are acting within the law and have insurance if necessary. 2. Does it have any impact on the environment? 3. Ensure you have fully briefed all volunteers/staff. 			
Other	<ol style="list-style-type: none"> 1. Local groups like Rotary or Lions often fundraise, or organise events for charities – check what your responsibilities/liabilities are. 2. Can things be donated or sponsored to keep costs down? 3. Always have two people to count the money at the event. 4. Thank people afterwards. 5. Let people know how much you raised. 			
Other considerations	<ol style="list-style-type: none"> 1. Keep a record of the budget and costs as this will help you to budget for future events. 2. It is useful to keep and income/expenditure budget for each project on one sheet. 			

14. Procurement and Tendering

This guide provides a background to the new emphasis by purchasing authorities on tendering for contracts rather than providing grant aid for organisations. This is a new approach for many organisations in the voluntary, care, health and housing sectors, although long established for other types of organisations particularly those providing supplies and capital works for publicly funded authorities.

Purchasing and procurement

Public purchasing is undertaken in two stages – commissioning and procurement. The two functions must be kept separate.

Commissioning identifies the service to be purchased, so the relevant officers often sit within departments with titles such as "Adult Services".

Procurement is a wholly legal function based on compliance issues, so the officers sit within the purchaser's legal department with titles such as "the Chief Executive's Department".

All tendering, regardless of the precise procedure being used, is operated through a number of phases.

Commissioning and procurement

Commissioning

- Producing the commissioning plan which will inform the specifications for future contracts, and therefore tenders.
- Making the business case.
- Holding and managing the budget.

Procurement

- Defining the purchasing process and procedure to be used.
- Ensuring the process complies with all relevant legislation.
- Ensuring that accepted tendering organisations:
 - are compliant with relevant corporate legislation;
 - are of sound financial standing; and
 - represent minimal business risk.
- Entering into contracts.

Phase one – selection

This usually involves the submission of a pre-qualification questionnaire (PQQ). It is managed and, more importantly, scored by officers from the procurement section rather than the commissioning department. One local authority used a firm of solicitors to conduct the selection stage. An important lesson to learn from this is that you need to make clear, evidenced statements when completing the first stage documentation, in particular the PQQ.

Do not assume that those making the selection at this stage have any knowledge whatsoever of the service being provided or that they will be commissioning officers

This is crucially important for all organisations engaged in tendering as the selection phase is the entry, or gateway to the full tender award phase. Failure at the selection phase can mean exclusion from the award phase, and thus the ability to sell services to a particular purchasing authority for periods of up to eight years.

Phase two – award

The second or "award" stage deals more with how the service specified is to be delivered, often including a "method statement". This is usually scored by commissioning officers, although procurement officers will also have an input into the scoring.

Make no assumptions that those reading your documents at either selection or award stage know anything about your organisation, the services which you provide or your quality standards. **Explain everything in detail – if you do not write it down and provide supporting evidence you cannot score.**

Background to public procurement regulation

Contracts to deliver works or supplies were covered by the procurement rules. Since 1993 this also included services. However some services were, until recently, subject to an opt-out. These included health, education and social care and are referred to as "PART B" services. So procurement officers generally have very little experience of purchasing from providers of these services. The majority of their experience to date has been related to the purchase of roads, computers, street lamps, etc. It is these officers who are taking decisions about tender documentation and scoring.

Importantly they are responsible for the **selection stage**, or gateway to the full tender **award stage**. The regulations have been developed for these areas of purchasing, where providers are almost exclusively commercial companies.

More importantly, the scoring which has developed reflects this situation. To bias towards the needs of third sector organisations would have the possibility of excluding companies of various kinds. This would be contrary to the level playing field for competition, which is a obligation under European law. Moreover the Public Accounts Select Committee (PASC) has reviewed third sector commissioning.

"...Discussions focused on key issues such as whether the third sector should be given special treatment due to the difference in its status when compared with public authorities and private companies. This was rejected [by third sector representatives] who said all organisations could work alongside each other to share the burden of providing services. ...there are inconsistencies in how the third sector is treated in comparison with private bodies – for example, private firms are more likely to be offered long term contracts and gain full cost recovery."

Government Opportunities, August 2007.

Why is regulated procurement being introduced now?

The changes which are being seen by providers in the health, education and social care fields, and indeed all publicly funded providers are a direct result of a new EU Procurement Directive. Signed on 31st March 2004, implemented on 1st February 2006, and entered into English and Welsh law, The Public Contracts Regulations 2006.

The new EU Directive has a number of key features:

- it is a consolidated Directive covering, works, supplies, services and utilities;
- an emphasis on matters affecting the environment;
- an expansion in the use of ICT, and thus the adoption of systems for e-procurement, e-auctions, etc;
- the introduction of a new procurement methodology called Competitive Dialogue;
- a tightening of the regulations regarding the purchasing of previously opted out "Part B" services. The end result of which is that, even though a public purchaser has opted out of

the Directive, the systems used for purchasing must, in a number of areas be fully compliant with the Directive.

Alongside the introduction of the new regulations there has been the effect of European case law on purchasing. Decisions made by the European Court of Justice (ECJ) impact on public purchasing in the UK and so this impact is on-going. It is possible to challenge procurement decisions in some circumstances. Indeed the European Commission has recently stated that UK providers of Part B services are showing an increasing willingness to challenge these decisions.

A new Remedies Directive was approved and published in autumn 2007, with an allowance of two years for the UK government to adopt the Directive into law. This addresses a range of issues, including the remedies available to those tendering for contracts where there is an infringement of the Directive which affects the chances of the tenderer to obtain the contract. Under the existing Directives, and supported by ECJ case law, there are options for providers who have been the subject of infringements to sue for damages from the purchasers, regardless of whether or not they were the contractor prior to the procurement process.

Advertising tenders

Regulations for the advertising of tenders are complicated and pose some problems for purchasers: they need an article of their own. To this must be added interpretations and case law from the European Court of Justice. The following table sets out the total value of contracts over which tenders must be formally advertised across Europe as set out in the Regulations.

European procurement thresholds		
One of the many rules relating to the Europe-wide advertising of calls for tender in the Official Journal of the European Union (OJEU) is governed by the Total Contract Value. These values are known as “thresholds”. A call for tender that will result in a total contract value above the threshold <i>must</i> be advertised in the OJEU. The thresholds for 2006 and 2007 are as follows:		
Works contracts		
Contract value	€ 5,278,000	This threshold applies to: Government departments and offices; local and regional authorities and other public bodies.
	£ 3,611,319	
Supplies and services contracts		
Contract value	€ 137,000	This threshold applies to : Government departments and offices.
	£ 93,738	
Contract value	€ 211,000	This threshold applies to: local and regional authorities; public bodies outside the utilities sector.
	£ 144,371	
Thresholds are agreed annually and apply for that particular calendar year.		

The new world of selling to public authorities

There are some new realities to be faced and with these realities new skills to be acquired and structures to be put in place. Firstly, no-one forces any organisation to tender for anything. For voluntary sector organisations and charities, this is a time for review and a clear decision to be taken at trustee level – Do we wish to tender and thus contract to deliver statutory services? It is

essential that organisations take a good hard look at the procurement process and decide whether or not it is for them. If it is decided to proceed down this route, there are implications which go to the very heart of the voluntary and charitable sector in England. In order to be successful it may be necessary for:

- organisations to make significant changes to the way in which they operate;
- trustees and governance structures to cope with new demands at levels well in excess of the current expectations;
- organisations to function in ways which are similar to those operated by private companies;
- the quality and standard of a wide range of management functions to be improved in order to demonstrate that all areas of risk have been effectively addressed;
- policies and procedures which are not currently necessary to be put in place;
- senior management and trustees to be involved in the tendering process. This function cannot be left to the fundraiser.

Tendering procedures

Advertisement -

- Expression of interest (Eoi)
- Issue of tender documents to those who have responded

The selection phase -

- Submission of pre-qualification questionnaire (PQQ)
- PQQ is scored

The award phase -

- Applicants successful at PQQ notified.
- Invitations to tender (ITT).
- Submission of tender documents, probably including the method statement.
- Tender documents scored.

Contract -

- Either: The contract is awarded,
- Or: Short-listed applicants are invited to make a presentation and then the contract is awarded

This process will be varied according to the actual procedure being used, i.e open, restricted, negotiated or competitive dialogue, but these elements feature in all tendering procedures.

Opportunities exist for smaller organisations to tender successfully

The difficulties having been addressed, it is clear that there is a window of opportunity which will exist in the short to medium term. With the exception of some situations, where the "lowest price" selection methodology is used, the scoring of tenders does not depend on price. The more frequently used system is known as Most Economically Advantageous Tender (MEAT). First of all the price is scored. This contributes between 10% and 40% to the overall score. The rest of the tender is then scored against a set of criteria which together make up the "quality" element. Each criterion is assessed separately and then brought together to make up the balance of the total score.

As the quality element makes up between 60% and 90% of the overall total, for those who understand how this system works there are clear opportunities which enable organisations to hold their price. Eventually the time will come when the methodology is well understood and then price will revert to being the main factor.

Common errors made in the tendering process

- Missing the call to tender;
- Failing to express interest and therefore not receiving the documents;
- Failing to submit a pre-qualification questionnaire which debars the organisation from the tender award phase of the process;
- Not providing the information required;
- Not answering the questions but providing information which can be regarded as "marketing";
- Basing the responses on unsupported assertions rather than evidenced claims;
- Not including the key documentation;
- Failing to adequately demonstrate effective management of risk throughout the organisation;
- Failing to ensure an anonymous response – for example by including the organisation's logo on the package, or by using a postal system which identifies the "sender" on the package;
- Missing submission deadlines.

Resources

Resources from the Finance Hub

[Guide to Procurement and Contracting](#) (600 KB, .pdf)

Downloadable 40 page .pdf (600kb) produced for the Finance Hub by NCVO Sustainable Funding Project. The document introduces procurement and contracting. It includes advice on how to approach agencies who may want to buy your services, assessing whether you have the capacity to deliver a contract, explaining different forms of agreements, and looking at the tendering process.

[Tools for Procurement and Contracting](#) (404 KB, .pdf)

Downloadable 35 page .pdf (405kb) document produced for the Finance Hub by NCVO Sustainable Funding Project. The document provides a series of exercises and checklists designed to support advisers working with groups on procurement and contracting. It includes materials designed for those just starting to look at contracting (introductory), those ready to explore the topic further (intermediate), and for those wanting to look at contracting more seriously (advanced).

[Tendering and Bidding Briefing: Give your tender a winning chance](#) (980 KB, .pdf)

The climate has changed for third sector organisations across the country. Spending public money in an open and transparent manner to achieve particular outcomes has become a natural requirement for commissioners, and has led to a "contract culture" for those they fund.

[Negotiation Briefing: Effective negotiating to secure better outcomes](#) (892 KB, .pdf)

This briefing outlines, in a step-by-step template, the four stages of a negotiation process: preparation; discussion; proposal; bargain and close.

[Impact Briefing: putting impact at the heart of the tendering process](#) (1324 KB, .pdf)

This briefing shows how to put outcomes and impact at the heart of tendering and commissioning for public services. By doing this, both third sector service providers and commissioners can meet the needs of people and communities more effectively.

[Researching Tender opportunities](#)

This section lists some of the key sites where public sector contracts may be advertised and a range of Finance Hub resources on procurement, tendering and contracting are also listed at the end of this section.

Other resources

[Before signing on the dotted line](#)

A guide from NCVO to enable small and medium sized organisations to navigate the complex rules, procedures and practices that constitute the public sector procurement process.

[CC37 Charities and Public Service Delivery](#)

A guide for Charity Trustees, setting out their responsibilities in relation to public service contracts.

[National programme for third sector commissioning](#)

This document sets out good practice for third sector commissioning.

[NAVCA](#)

The National Association for Voluntary and Community Action are working to support the Third sector's ability to successfully tender for the delivery of public services. You can find information about their work in this area here.

[Finding the contracts](#)

Advice from NCVO on finding information about contracts.

[Full Value: Public services and the third sector](#)

This 'think piece' has been written by the Performance Hub for policymakers in government and the third sector who are interested in improving public services. It outlines how thinking about the broader value of third sector organisations can help all the players in public services focus on what matters.

[Consortia delivery of public services](#)

With public bodies reducing the number of contracts they hold, the NCVO's Collaborative working Unit explores three consortia models for voluntary and community organisations: a new legal body, one organisation takes lead responsibility or an external non-delivering organisation takes the lead.

[Tenders electronic daily \(TED\)](#)

Tenders which have a total value which is above the threshold are published in the Official Journal of the European Union and can be found on Tenders Electronic Daily. This is published six days per week and can be found at;

[National e Procurement Project \(NePP\)](#)

An important feature of the new Directive is the possibility for purchasers to buy using online systems called e-procurement. This is the guidance document on NePP.

[DTI procurement manual section G:](#)

A guide to the European Union Services Directive July 1993 (92/50/EEC). Whilst this relates to the Regulations pre February 2006, the Guidance is however no less valid as it emphasises how purchasers should handle some of the areas which cause providers concern.

[Tendering for Care](#)

Provides information, advice and support services for organisations large and small in the care, housing, support, third and voluntary sectors. Although a private company, it was referenced in the Cabinet Office (Office for the Third Sector) report for the 2007 Comprehensive Spending review as providing services which users believe to represent value for money.

15. About DEVELOP Enhancing Community Support

Providing services and a voice to voluntary organisations & community groups to support and enhance their development

What is DEVELOP Enhancing Community Support

DEVELOP Enhancing Community Support is an independent organisation which operates across Wiltshire from an office base in Chippenham and in Bath & North East Somerset with an office base in Bath. We are a registered Charity set up, owned and run by local groups support, develop and enhance local voluntary and community action.

We were first established in 1980 as CVS North Wiltshire. We are a Registered Charity, Company Limited by Guarantee and member of the National Association for Voluntary and Community Action, NAVCA. The Bath & North East Somerset CVS service started in 2004. In July 2009 we changed our name from CVS to DEVELOP Enhancing Community Support to reflect the changing environment in which we work.

As a member of NAVCA we deliver five core functions:

Services and Support

DEVELOP Enhancing Community Support promotes and enhances the effectiveness of local voluntary and community groups by providing them with a range of services. These include access to basic facilities, such as meeting rooms, photocopiers and ICT equipment and more involved services such as group support, networking opportunities and funding advice. DEVELOP also support local groups through regular e-newsletters, training courses, recruitment advertising, signposting and much more.

Liaison

As a focal point for the local voluntary and community sector, DEVELOP Enhancing Community Support encourages networking between individuals and groups within the sector, and between local groups and the statutory and private sectors. This allows local groups to learn from one another, establish contacts and work more effectively. We also help different communities to organise their own networking activity.

Representation

With government encouraging involvement of voluntary and community groups in shaping and delivering services, DEVELOP Enhancing Community Support enables the views of local groups to be represented. For example, through our Community Lunches and Forums which provide an opportunity for local groups to put forward their views on local and national policies.

Development work

Over the years, the local voluntary and community sector has pioneered some of the essential public services that we now take for granted. Child protection and care for the elderly, for example, had their origins in, and were developed by, the voluntary sector. This tradition has continued into the 21st century, and today DEVELOP Enhancing Community Support takes the lead in identifying gaps in service provision and work with groups to develop new and innovative services to meet these needs.

Strategic partnerships

DEVELOP Enhancing Community Support works in partnership with local government and other statutory agencies to shape the delivery of services. We play a key role in empowering local groups to take part in partnerships and are directly involved in a wide range of regeneration, neighbourhood renewal, health and social care, learning and other government initiatives. Strategic partnerships may be sub-regional, district wide or neighbourhood. They may cover several issues or have a particular focus.

Join DEVELOP Enhancing Community Support today and take advantage of all the benefits of membership - it's free!