

To: SCRUTINY PANEL STRATEGY AND POLICY IMPLEMENTATION		Subject: External Funding Opportunities
From: CHIEF EXECUTIVE		
Date: 9 March 2005	Ref: YC/16/EF	

1. Purpose of Report

- 1.1 This report aims to address issues raised at the Scrutiny Panel meeting held on the 12 January 2005 in relation to member involvement in the External Funding Group and the support available to the voluntary and community sector to secure external funding.

2. Background

2.1 Corporate Working Groups

- 2.2 Corporate Working Groups were specifically set up to ensure a strategic overview and implementation of the Corporate Plan. The paper attached as Appendix one details membership, responsibility, terms of reference and reporting timescales and how they relate to the Performance Plan for 05/06.

- 2.3 A Director or Chief Officer of the Council chair the Corporate Working Group. Each group report their activities through Service Committees or through the Policy and Resources Committee on a regular basis. The groups also report to the Corporate Management Team on a six monthly basis.

- 2.4 The Chief Executive reviewed the Working Groups in June 04 to ensure that the most appropriate officers were involved in the groups and that links were made to the Council's Annual Performance Plan.

- 2.5 The External Funding Working Group (EFWG) was set up by the Chief Executive in 2001 to specifically increase the amount of external funding accessed by the Council.

- 2.6 The EFG meets approximately six times per year and reports to the Policy and Resources Committee every cycle. The groups remit is to co-ordinate the development of and support applications to all external funders.

3. Support to voluntary and community organisations

- 3.1 The voluntary sector in North Lanarkshire, as elsewhere, is diverse and accommodates a wide range and types of voluntary and community organisations. There are in excess of 1500 voluntary and community organisations in North Lanarkshire.

- 3.2 These include small-scale community run organisations involved in locally based activities, interest groups and large scale voluntary organisations that provide services to North Lanarkshire residents. For example local youth clubs run by local adults to provide activities for young people, Woman's Aid, Citizen's Advice Bureaux or older people's groups who provide services throughout North Lanarkshire.

- 3.3 The Council supports a significant number of community and voluntary organisations across the spectrum through a number of grant making arrangements.
- 3.4 The following information provides details of the various arrangements that are in place across the Council to support the voluntary and community sector. The authority is committed to resourcing opportunities to access external funding both internally and to voluntary and community organisations. The range of support which the Council currently provides is:
- Community Services Department (Lottery/Community Development)
 - Social Work Department (Community Care)
 - Planning & Environment (Economic Development, External Funding Team, Money Advice)
 - Education (Early Years and voluntary sector to the support education activities)
 - External Funding Working Group
 - Chief Executive's Office (Regeneration)
4. Value for Money Study
- 4.1 In 2001/2002 a Value for Money Study was undertaken on Grants to Community and Voluntary Organisations. The study was part of the Audit Plan for 2001/02.
- 4.2 The terms of reference included the identification of improvements in relation to all aspects of grant making processes across the Council.
- 4.3 The study found that there was approximately £2,000,000 available from the Council to community and voluntary sector organisations over thirteen funds administered by six departments. They also found that 90% of grants were for under £2,000, with 6% of organisations receiving grants from at least one other source.
- 4.4 To implement the recommendations from the study a Corporate Working Group was set up. The work was reported to the Policy and Resources Committee in June 2004. A summary of the report is listed below. The full report is available if required.
- 4.5 There are now four main funds within the Council that organisations can apply to:
- Community Services – Annual grants
 - Social Work – Section 10 grants
 - Planning and Environment – Annual grants
 - Education – Early Years, Voluntary Sector Grants
- 4.6 A new application process with guidance notes on how to complete the application was developed, as has a funding agreement for use with all organisations funded on an ongoing basis together, with an assessment process. These measures were taken to support the Audit Scotland “Follow the Public Pound” code.
- 4.7 Organisations in receipt of funding of more than £10,000 have the support of a dedicated monitoring officer and organisations receiving between £2,000 and £10,000 have a link officer.
- 4.8 The role of these officers is to ensure that funding is spent appropriately, as set out in the conditions of grant signed by the grant recipient.
5. The role of Community Development and Learning (CLAD)
- 5.1 CLAD offer direct support to groups and organisations that are involved in activities that build community capacity, promote the development of young people and life long learning.

- 5.2 The Service is delivered through 13 patch teams, supported by a Senior Worker and 3 CLAD workers. In addition to providing direct services to young people and adult learning, CLAD workers provide support to community groups and voluntary organisations.
- 5.3 The support the CLAD Officers offer takes many forms from enabling individuals to establish community structures to addressing local issues of developing and managing local services and facilities.
- 5.4 Supporting community and voluntary group across the broad spectrum of their developmental needs is crucial to ensure that robust community groups are created to maximise the opportunity for investment from external funders.
- 5.5 Within this continuum, assisting groups to secure external funding is a key aspect of this role. This includes providing information on funding sources, signposting, developing groups to ensure they are equipped to manage any funds secured, supporting groups in the completion of application forms and, assisting in the ongoing monitoring and management of services or facilities developed through funding gained.
- 5.6 Close working relationships have been developed with local patch teams and Council's for Voluntary Service (CVS's). This ensures a co-ordinated approach to maximise the flow of information and support to community and voluntary groups. This co-ordinated approach impacts on funding, information and training opportunities for the voluntary and community sector.
- 5.7 Support to the voluntary and community sector is further provided through the grant schemes. An officer based in Community Services fields general enquires about funding requests, Council Grants and advises community and voluntary groups of other sources of funding.
- 5.8 It is not possible to quantify the outcome of such advice as in some cases no further support is needed. However, a review of external funding supported by one patch team during 2004 highlighted that 19 groups had received approximately £150,000 in funding from a variety of sources. A list of groups who have received support from CLAD is detailed in Appendix 2.

6. Social Inclusion Partnership (SIP)

- 6.1 In 2003/04 the SIP directly supported 24 voluntary and community organisation with grants with a total value of £1,212,422. External funding for only 5 projects accounted for 49.4% of this total.
- 6.2 The SIP support team focussed specifically on:
 - Identification of external funding sources;
 - Guidance on completion of applications;
 - Completion of applications where appropriate;
 - Liaison with funders where appropriate; and
 - Mock assessments for Big Lottery applications, which assisted in developing individuals fundraising skills.
- 6.3 A Funding Fact File was developed that identifies activity and potential funding sources for a wide range of project types and is used by the SIP team where SIP funding is not appropriate.

- 6.4 Work was also carried out with staff and management committees from community and voluntary sector organisations to identify issues and how to address them in terms of:
- Strategic and Operational Project Management Systems;
 - Financial Management
 - Development of Policies and Procedures.
- 6.5 A Funding Development Officer post was created in 2002/03 to advise and assist community and voluntary organisations in the SIP areas across North Lanarkshire to investigate plan and co-ordinate all aspects of funding opportunities available to them.
- 6.6 A wide range of community and voluntary sector organisations required support to identify funding sources, for example Parkinson's Self Help Group (North Lanarkshire), Focus Youth Project, Utheo, Parents Action for Safe Play, Viewpark Sport & Fitness Club.
- 6.7 The primary purpose of the Funding Officer's role was to raise at least £300,000 a year for voluntary and community organisations.
- 6.8 In 2003/04 the officer supported organisations to completing applications resulting in approximately £0.6m being awarded to a variety of community and voluntary sector organisations to further develop a diverse range of activities in North Lanarkshire.
- 6.9 This often required an imaginative and creative approach to transforming basic organisational funding requests into convincing applications as well as in depth guidance and support in developing internal strategic and operational project management systems.

7. The Role of the CVS's

- 7.1 Organisations seeking funding are able to access support from a range of agencies or organisations. For example, North Lanarkshire Partnership grant-aided the Council's for Voluntary Services (CVS) £100,000 in 2003/04, of which £30,000 came from the Council to provide a key role in the dissemination of information about funding sources.
- 7.2 They undertake this work through newsletters, mail shots and general publicity. In addition they provided direct support to individual groups to search for funding and to develop applications.
- 7.3 One of the CVS's who supported groups to make applications to one external funder, the Community Fund, for example, received:
- 2002/03 £280,000
 - 2003/2004 £330,000
 - 2004/2005 £185,000. (to date)
- 7.4 The CVS's take a lead role by providing of funding seminars where funders, including the Council, participate. External funders, in some cases support potential applications throughout the application process.

8. Development of the Social Economy

- 8.1 In 2002 the Routes to Inclusion Group, a subgroup of the Lanarkshire Economic Forum commissioned a study that sought to establish a strategic framework to guide the growth and development of the social economy sector in Lanarkshire.
- 8.2 The study *Developing the Social Economy in Lanarkshire – A Framework for Action* was published in June 2002.

- 8.3 Social economy organisations are voluntary or community organisations that are often at the forefront of developing innovative services in areas such as child care or housing that help to close the opportunity gap and contribute to community regeneration.
- 8.4 The report provided an overview of the support needs of the Social Economy Sector in North Lanarkshire and of the support structures required to assist the development of organisations.
- 8.5 The findings from the report identified the voluntary and community sector organisations that have the potential to grow and are best placed to apply for external funding. An Action Plan has provided the basis for focused partnership activities around the development of the social economy and for bidding for funding to support the implementation of the Plan.
- 8.6 The External Funding Team, based in Planning and Environment, Economic Development Section are using the study to target external funding support within the voluntary and community sector in North Lanarkshire.
- 8.7 Funding to support development of the social economy, the main source of funding to-date has been the Lanarkshire Key Fund. In North Lanarkshire for the period 2002 to 2004 a total of £750,000 was available with grants awarded of up to £30,000 per organisation. The Lanarkshire Key Fund will continue until 31 March 2008 with £389,610 available to eligible social economy organisations to assist them to develop their activities.
- 8.8 As amounts available through the Lanarkshire Key Fund are relatively small, a further ERDF revenue bid was submitted to the Objective 2 programme entitled "North Lanarkshire Social Economy Support."
- 8.9 The project was developed as a response to the Social Economy Action Plan. It has a total value of £379,618 and has attracted ERDF of £129,960. The project will support the appointment of 3 officers based within Lanarkshire Business Gateway who will provide specialist support to develop and grow social economy organisations in North Lanarkshire. The project seeks to improve the long-term sustainability of organisations that includes working with them to identify future income streams.

9. External Funding Team

- 9.1 The External Funding Team is an important resource that aims to improve the Council's performance in relation to external funding. However, it is important to note that in many cases the Council cannot apply for external funding.
- 9.2 Many of the Big Lotteries funds for example, can only be accessed by community based groups. It is therefore important that the expertise within the External Funding Team is made available and is accessible by the community or voluntary sector to maximise the external funding coming into the North Lanarkshire.
- 9.3 This can be done by establishing close working relationships between relevant staff in Community Services and the External Funding Team and by building a close working relationship with the CVS network.

10. **Proposals/Considerations**

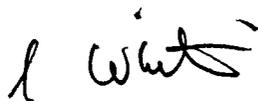
- 10.1 The Corporate Working Groups were specifically set up to hold a strategic overview and implement the Corporate Plan. The role of members in relation to the working group is to monitor the work of the groups at a strategic level through service committees, the annual performance report and the scrutiny role. Therefore there may be a conflict of interest if members join the corporate working groups.

- 10.2 The Community Regeneration Unit within the Chief Executive's Office will within their Regeneration Team from the 1 April 2005 have a Development Officer (Funding) post.
- 10.3 This Officer will have close links with the Area Committees and will target the worst 15% of communities within the data zones across North Lanarkshire. Their role will be to provide a joined up approach to funding working closely with the External Funding Team, CLAD, CVS's and the Area Teams.
- 10.4 Councils for Voluntary Service, through their Service Level Agreement will continue to work with the Statutory Sector, funders and community and voluntary organisations to access external funding.
- 10.5 CLAD will provide support and guidance to communities to build the capacity and strengthen locally based organisations through the development of new community structures that address local issues.
- 10.6 This will include:
- Facilitating local meetings to explore issues/needs and funding opportunities
 - Assisting local people to develop groups/organisations
 - Providing advice/training/ guidance on constitutions, role of office bearers, minute taking, financial recording.
 - Advising and supporting groups to manage and develop community run projects.
- 10.7 CLAD staff will continue to work alongside the CVS's to ensure that communities have access to information and training opportunities which maximise external funding potential.
- 10.8 This will be undertaken by sharing expertise and working in partnership. CLAD will create an integrated service for the voluntary and community sector that will be driven strategically through the voluntary sector strategy development group and locally through the development of local community learning and development plans.
- 10.9 In conjunction with Planning and Environment department, CLAD staff will develop integrated approaches that will ensure that community and voluntary organisations have access to information on external funding opportunities, including training and information sessions.
- 10.10 Regardless of the level of funding sought CLAD staff will continue to ensure that organisations seeking funding are fully support and developed to manage projects, resources and funding.
- 10.11 Planning and Environment, via the newly established External Funding Team will continue to provide information and advice to the voluntary and community sector through the CVS network.
- 10.12 The Team will provide training sessions on European funding and will advice the CVS staff who seek information on European funding programmes.
- 10.13 The External Funding Team, will now offer the voluntary and community sector, through the CVS's, advice in relation to all types of external funding, not just European. In addition, the Team will arrange training on a series of funder requirements such as European, procurement legislation, compilation of project claims.
- 10.14 The External Funding Team will also provide assistance directly to voluntary organisations seeking external funding if the total project cost is higher than £50,000. For smaller scale projects advice will continue to be provided either through the CVS's or by CLAD staff in the relevant local area.

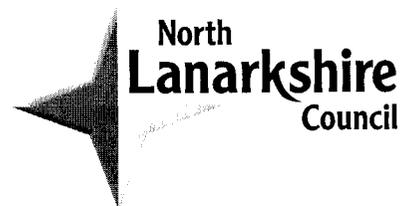
- 10.15 The External Funding Team will provide training sessions on external funding to CLAD staff as required.
- 10.16 The External Funding Team will undertake a series of awareness raising and training sessions on the new J4B package with Departmental Management Teams, groups of Council staff and elected members. These training sessions will take place between March-April 2005.
- 10.17 The training programme for 2005/6 will be available to Council staff and elected members. The training programme will include sessions targeted specifically at the needs of the community and voluntary sector.

11. Recommendations

- 11.1 It is recommended that the Scrutiny Panel note the contents of this report.



Chief Executive
3 March 2005



Corporate Working Groups Terms of Reference and 2005 -2006 Timetable

1. Background

Corporate working groups were set up in 2001 to monitor and ensure implementation of the Corporate Plan 2001–2004. The work of the groups was reviewed prior to the implementation of the new Corporate Plan for 2004-2008.

2. Proposed Terms of Reference

Each group is now responsible for delivering the outcomes identified under the relevant section of the Corporate Plan, combining corporate and departmental efforts and making the most efficient, effective and economic use of resources across departments.

3. Responsibilities

The groups will:

- provide a service to the Chief Executive and the Corporate Management Team
- make sure all relevant departments are fully engaged
- give assurances that: - aims and actions in the Corporate Plan are on target
- policies are achieving their intended outcomes
- contribute to the annual Performance Plan
- have control arrangements in place to ensure compliance with risk management and corporate governance arrangements
- contribute to the annual Performance Report.

4. Reporting

Groups will assist the management of the authority by:

- contributing to the annual performance plan (the annual implementation plan for each year of the Corporate Plan)
- adopting a common template for recording and monitoring their work
- meeting at least six weekly
- monitoring and reporting progress on a six monthly basis to the Chief Executive and the Corporate Management Team
- producing a standard annual report by 21 July as contribution to the annual Performance Report.

5. Priority Themes

Thematic working groups support six of the seven priorities of the Corporate Plan. These are:

1. PRIORITY THEME	2. CHAIR
1. Stimulating business and the economy	3. David Porch
2. Promoting social inclusion	4. Mary Castles
3. Encouraging lifelong learning	5. Michael O'Neill
4. Promoting health, well-being and care	6. Jim Dickie
5. Improving housing and the environment	7. Tom Mckenzie
6. Promoting community safety and development	8. Paul Jukes

The 7th priority, Developing the Organisation, is supported by a wide range of groups as outlined in the following table.

9.	DEVELOPING THE ORGANISATION - AIMS	GROUPS	CHAIR
10.	To develop and support our workforce	Human resources Corporate communications	Iris Wylie Angela Climie
11.	To maintain effective financial planning and management arrangements	Capital planning Capital monitoring External funding Risk IT Strategy	Alistair Crichton Alistair Crichton John Verrechia Alistair Crichton Mike Gilmour
12.	To make the best use of the property we own	Asset management Energy efficiency	Ian Nisbet Ian Nisbet
13.	To achieve continuous improvement	Best Value Modernising government	John O'Hagan Mary Castles
	To develop our role to lead the community	Community Planning and Partnership	Sandie Mackay

The work of the Childrens' Services Group cuts across all themes and is chaired by Mary Castles.

6. Timetable for 2005 – 2006

Performance Plan 2005 - 2006

14 March

Corporate working groups will provide SMART outcomes for 1 April 2005 - 31 March 2006 for each action that falls under the group's responsibility. Send to 'corp@northlan.gov.uk'.

24 March

Draft plan considered at Policy & Resources Committee.

4 April

Plan is published and publicised

Corporate working groups to amend their action plans to include agreed actions as detailed in the Performance Plan.

Performance Report 2004 - 2005

11 April

Corporate Policy Unit will issue standard template and guidelines for corporate working groups to provide actual outcomes against targets as listed in the current Performance Plan (2004 - 2005).

23 July

Corporate working groups to return outcomes templates to 'corp@northlan.gov.uk'

Organisation supported by CLAD to access external funding

Appendix 2

Group	Source	Funding
Petersburn Development trust	The Big Lottery Local Action Fund	£180,000 £ 9,000
IT for All	Communities Scotland Scottish Enterprise	£ 80,000 (pending) £ 10,000
Chapelhall Regeneration Group		£ 35,000
Smarter Salsburgh		£ 60,000
S.A.G.E. Centre	National Lottery	£ 4,500
North Lanarkshire Carers Together	Big Lottery Fund	£ 33,134
Parkinson's Self Help Group (Motherwell)	Big Lottery Fund Lloyds TSB Foundation Robertson Trust North Lanarkshire Carers Strategy Group	£ 49,089 £ 21,000 £ 12,000 £ 15,444
Forgewood Community Development Trust	Communities Scotland	£ 10,000
Jerviston Girls Group	Big Lottery Awards for All	£ 4,000
North Motherwell Pavilion Project	NL SIP Other Funder	£ 67,000 £195,000
North Motherwell Community Partnership Forum	Lanarkshire Key Fund	£ 3,500
Garrell Vale 'Time for Us'	Awards for All Scottish Community Foundation	£ 2,860 £ 1,000
Glenmavis Development Group	Awards for All	£ 4,938
Victoria Gaelic Playgroup	Awards for All	£ 3,000
Feis Iannrigg a 'tuath	Awards for All	£ 3,000
Men with Pens	Awards for All	£ 3,000
Plains Development Project	Awards for All Boots PLC	£ 3,000 £ 2,000
Caldercruix Youth and Community Development Project	Voluntary Action Fund Strathclyde Police Community Action Fund Local Action Fund Lloyds TSB Foundation	£ 345 £ 1,046 £ 3,000 £ 1,000
Glenboig Management Committee	Children in Need Lloyds TSB Foundation Awards for All	

	Local Action Fund	£ 38,054
Langloan Community Care Caravan	Awards for All	£ 2,900
	Lloyds TSB Foundation	£ 4,450