

Good Practice Topic	Funding Applications
Name	Direct Support Consortium
HLC Name	N.A
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Aim/Objective:	To provide guidance, advice as well as a Funding Plan template to help funding applicants.
Approach taken:	This good practice will take you through a suggested format for a Funding Plan, which is adaptable for different relevant funding streams and for business development purposes as a whole.
Challenges and success factors, for example: <ul style="list-style-type: none"> • What were the main challenges you had to overcome? • What were the main things that contributed to the overall success of the bid? 	<p>This guide suggests that some of the more common difficulties encountered by applicants revolve around questions such as</p> <ul style="list-style-type: none"> • What should I say? • Where do we start? <p>A funding plan may help to answer some of these questions, and this guide provides a suggested format for preparing a plan.</p> <p>This guide also suggests that other key challenges include an applicant's unrealistic appraisal of the organisation's abilities and weaknesses; an inability to engage and rally key stakeholders around the project and ensuring that the aims of the funding programme are read carefully and understood.</p>
Benefits realised <i>For example:</i> <ul style="list-style-type: none"> • What was 	Good preparation, ie. a detailed, up-to-date funding plan is essential to successful fund applications. It saves an applicant time as the information required for applications

<p>achieved as a result of the work? Was the benefit the same as that expected when undertaking the work initially – were there any additional gains?</p>	<p>is already readily available, and can be tailored to a variety of funding opportunities and applications. A funding plan will also afford the applicant an accurate picture of his/her organisations' strengths and weakness and will help ensure that applicants do not apply for funding in an area that is clearly outside the scope and remit of his/her organisation.</p>
<p>Lessons learnt <i>For example:</i></p> <ul style="list-style-type: none"> • What did you learn that you would do differently next time? 	<p>N.A.</p>

Guide to developing Sustainability

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Funding Plan Template

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Prepared by:

DirectSupport Consortium

The DirectSupport programme of support to Voluntary and Community UK online centres is funded by DfES.

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Why this guide?

The purpose of this guide is two-fold:

1. to assist HLCs in planning to make their centre more sustainable in the longer term
2. to serve a broader role as general fund-raising guidance, assisting the organisation in its business planning as a whole

This guide takes you through a suggested format for a Funding Plan, which is adaptable for different relevant funding streams and for business development purposes as a whole. When writing a Funding Plan, common Frequently Asked Questions occur:

- What does a Funding Plan look like?
- What should I say?
- Where do we start?

In answer to these queries, this guide starts with a suggested format for preparing the plan and links this to a series of processes or activities which you can go through to generate and gather the information and ideas you need. This guide might be applied to an individual project, or to the HLC as a whole.

Generating grant income is only one way of ensuring sustainability and must be seen as part of a wider income generation scheme for the HLC, e.g. through operating independently or contracting with the statutory sector.

How to use this guide

Before you begin

This document aims to help you focus on sustainability by fund-raising and income generation, through the development of a Funding Plan. The Funding Plan does not replace a grant application form. However, a well-thought out and well-written plan will usually give you much of the information a grant application requires. It is sometimes a required supporting document. Though the Plan reads much like preparation for a grant funding application, you will see if you work through all of it that it helps you identify funding opportunities you can generate locally, as well as from formal grant makers. Part of that process is to identify strengths and weaknesses in your organisation's current fund-raising activities. It also focuses on some of the most common questions that funding bodies ask.

Top hints/tips on general fund-raising / applying for funding:

1. Be realistic about your organisation's abilities and weaknesses. At the same time, be positive about what you can achieve. You may be surprised at the resources that are available within your organisation.
2. Ensure key staff/volunteers are involved in the development of any planning. For example, if your organisation provides light catering or refreshments it may be worth talking to the relevant staff/volunteers. Do they think prices are appropriate? Could you expand what you offer for a more substantial financial return?
3. Fund-raising is not a one-off task but is on-going throughout the year. This is the key to this guide: Long term sustainability, not gap filling fund-raising.
4. Very few funders will provide on-going, indefinite funding. Try to ensure you have a range of income generating activities to support your work.
5. When applying for funding, ensure you read carefully the aims of the funding programme. Do not apply for funding in an area that is clearly outside the scope and remit of your organisation.
6. Do liaise with funding bodies; many will take the time to talk to you by phone or email prior to your developing a full bid. Local sources or agencies may be prepared to meet you. Prepare your idea in draft form, with your organisation's unique 'selling point' clear, to present for initial feedback to funders. They too have aims and targets to meet; do these dovetail with your idea? Take on board any suggestions they make.
7. Make sure you keep abreast of local and government initiatives, or task a partner to do so, so you can plan for the future and spot emerging opportunities and trends. Alternatively, use a service which does this for you, such as a local CVS newsletter, or DirectSupport and its related online networks. Many such services are free, subsidised, or bundled in with a membership package.
8. If you are sending in applications to individual funders, you need not add lots of additional paperwork, such as minutes of Committee meetings, or research or evaluations, unless the funder asks for it.
9. Keep your Funding Plan brief and focussed, with any supporting information in Appendices (much like the structure of this guide).

Where to start?

This guide presents a suggested outline and sample text, in a logical format and order, similar to that which many funders require. If you wish, you can simply save the document under a new name and overwrite your document into the format given (deleting the Table format - which gives questions, suggestions and instructions - as you fulfil them).

To collect the information needed for your text, you may take a very different route from starting at the beginning of the document and working through to the end. It is important to recognise that whilst the guide starts and finishes in the presented format, your process for gathering the information may start, for example, from a “key issues” Brainstorm, and then work through various exercises and processes. Bear in mind that the shorter and clearer a document is, the longer it may take to produce! In effect, you are summarising everything you know about your organisation and your future plans into a format short enough for a newcomer to your work to understand quickly and easily. It is worth investing some time to get clarity in your own thoughts, and ensure that all the people involved with your organisation are able to contribute.

You may of course use this guide in any way which is helpful. However, the following is suggested:

- Read through the Pro forma Funding Plan to see what the whole may be when you have finished.
- Read through again, adding in a first draft of information you may have to hand and listing activities you need to do or data you need to collect. A format for an Action List is attached as Activity I. This will also allow you to timetable what you need to do, and who you need to involve.
- Work through the resulting Action List, using the Activities (exercises, resources and information sources) indicated in the Supplement, if you find them useful.

The Pro forma Funding Plan contains 12 sections:

Section 1	Introduction and Aims of the Organisation
Section 2	What we do and why
Section 3	Target groups
Section 4	Location and its bearing on funding
Section 5	Local Partners and support networks
Section 6	Legal Structure and funding opportunities
Section 7	Assets, Facilities and Funding secured Overview Part 1 - Existing Capital

	Part 2 - Existing Revenue Part 3- In-kind support Part 4 Non-material Assets
Section 8	Proposed types of activities, services and projects
Section 9	Roles, responsibilities and timescales
Section 10	Opportunities to maximise income
Section 11	Fundraising schedule
Section 12	Contingency Plans

Activities	
I.	Action List
II.	SWOT
III.	Volunteer Audit
IV.	Community Mapping
V.	Partner Audit
VI.	Incorporation as a Legal Entity
VII.	Cashflow forecast
VIII.	Services offered
IX.	Staff Skills Audit
X.	Risk Analysis

How does a pro-forma template work?

Each section contains up to 5 sub-headings

Four of these are presented in table form (boxes), and are guidance to give you ideas on how to proceed. The fifth is given as free-form sample text. Regard this as an excerpt of what you might say in this area of the plan. As explained above, these sample texts are gathered for you into another document (sampletex.doc) for you to expand and edit if you wish.

Objective	This outlines what the section is trying to do and raises questions that the section might address.
Issues:	This flags up some wider considerations that may arise

Activities and resources:

This suggests some processes you might go through or signposts to other advice sources. The numbered Activities listed are provided as attachments.

Appendices:

This suggests some documents you may need to add to your Fund Raising Plan as an Appendix. Some you may already have and others you may need to generate.

Sample text: *The illustration given is to get you started and is an example of the wording you may adopt. It refers to the information that you have produced to respond to the sub-headings in each section, given above. This is intended as a sample only. You may write in any order or style that you think is appropriate; the main tips are to be clear, and to try to keep things simple*

What will your funding plan look like?

Though there is no prescribed format for the Funding Plan, it is expected that the information responding to the individual sections listed above will be consolidated into a presentation or report (using a word processing package or similar). The exact form will depend upon the purpose for its use, as there maybe accompanying correspondence.

The Pro forma: Funding Plan – [Centre Name]	
Section I: Introduction and Aims of the Organisation	
Objective:	This section is to introduce your organisation succinctly to the funder and ‘sell yourselves’ in the first few lines. In a nutshell, what do you want funders and potential funders to understand about your organisation? What makes your organisation unique/special? What is important to the funder? How do these two things match? Why should the funder be interested in you?
Issues:	Sometimes, new and established organisations lose sense of their starting vision. It is a good idea to revisit what you are doing and why. All staff and stakeholders need encouraged to feel comfortable with a shared statement which agree your aims.
Activities and Resources	Action List (Activity I) SWOT (Activity III)
Appendices:	If you have a brochure or leaflet, you may wish to add it as an Appendix

Sample text - Section I: Introduction and Aims of the Organisation

The x Centre is a [new/innovative/long established/successful] venture run by and for [the [female Asian and Black] population of x]. Its aims are to develop local people’s employability, life skills and the life of the community.

Overall management responsibility is held by [x]. You may wish to provide extra information in the appendix.

Section 2: What we do and why	
Objective:	To expand on the section above. What kinds of things do you do to meet the needs of your target group? With what activities and processes do you support them? How do you work with them?
Issues:	Try to distinguish between your overall aims, and what specific things you are trying to achieve (your objectives). Try to outline the breadth of work the organisation does, and not just one area of work. This will help the funder place your specific funding application within the context of the whole of what you do. Give a sense of what you are doing now, and what future plans are; you can expand on this in other sections, below.

Activities and Resources	SWOT (Activity II)
Appendices:	Items that clearly explain or expand your aims and objectives, which you could include to make this written section shorter (e.g. list of services and projects)

Sample text - Section 2: What we do and why

We provide support for our local community in different ways to meet their needs. Some of our work is running training courses [e.g.; training in ICT, ESOL, basic literacy, self-employment and work skills; some activities are more informal [e.g. providing a family learning and cultural activities, promoting literacy]. Some are to do with community activism: [advocacy, health, rights and welfare issues, empowerment and e-democracy].

Section 3: Target groups

Objective:	This is to help the funder get a clear idea of who you are supporting. Be specific: Who are you aiming to help? Specify any relevant details such as age, ethnicity, economic or social background, health, religion, place of work/home, community of interest etc. This will help identify a match with a funding source for this location/group of people, both for your own organisation, and for potential funders who read your plan.
Issues:	You may run some programmes for some groups, and different ones for others. Outline the range of groups you work with now, and future plans
Activities and Resources	Volunteer Audit (Activity III) – this can highlight the ways you are encouraging your Target Group members to participate in your activities
Appendices:	Why not add photographs of your beneficiaries/target group?

Sample text - Section 3: Target groups

Our centre conducts activities specifically for low income single parents, Afro Caribbean Elders and long term unemployed women.

Section 4: Location and its bearing on funding	
Objective:	Where you are located physically, and the populations you attract (or to whom you offer outreach) will affect the type of funding source you can apply for. In this section, summarise: Where are you located? Which areas do you serve? What is the deprivation ranking of wards, profile of the area, and local funding catchment areas? Is it easily reached by your target group and/or located somewhere visible or alongside other services?
Issues:	How does your location affect your ability to deliver services? Some funding is now regional and/or local, and related to ward-level data on deprivation. Location will also affect access, the profile of your centre, and your marketing
Activities and Resources	Community Mapping (Activity IV). Contact your local City, District and County Councils for information www.upmystreet.com http://www.neighbourhood.statistics.gov.uk/home.asp
Appendices:	Add a map as an Appendix if this will help.

Sample text - Section 4: Location and its bearing on funding

The centre is located in [xyz town], serving the town and surroundings. It is easily accessible on [bus routes?] and is near to the [library, job centre, temple, school]. It primarily serves [y] Ward and [z] wards (deprivation ranking both in the most 2000 deprived wards: 1495 and 1427). This location puts it into the county Regeneration Area. Sources of funding through local authorities include ESF and ERDF, and specific programmes include [.....E.g. linked to sport, health and childcare]. Community Renewal Funding and SRB are available. The centre is well placed to qualify for various funding opportunities, and will exploit and develop these through partnerships, contacts and personal links. Some possibilities are identified in Section 7.

Section 5: Local Partners and support networks	
Objective:	To identify which organisations already help and support you, and which new links to develop. This section can be a simple list of current partners and partnerships to develop, or refer to an Appendix of key contacts. What the partner does or pledges can be described in the section on Assets and Facilities, below.
Issues:	What partners could you develop links with to help make your future more secure? Partnership is a two-way relationship: what is unique about what you do or who you know, or funding you can apply for, that could benefit partners, and vice versa?
Activities and Resources	Partner audit (Activity V)
Appendices:	Letters of Agreement Formal partnership agreements

Sample text - Section 5: Local Partners and support networks

We regularly work with x College and X Education Authority, who provide training and our connectivity costs. We are developing a partnership with Age Concern, to set up our mobile facilities in one of their day centres.

Section 6: Legal Structure and funding opportunities	
Objective:	This section is to define your Legal Structure, both to establish your credentials with the funder, and/or to raise questions and future plans to be discussed in your management team.
Issues:	Make sure you understand your legal structure and your governing documents. As well as governing what you can and cannot do, and who makes management decisions, your legal structure will influence what grant sources you can apply to. In particular, some trusts will only fund projects with charitable status. However, many grant-giving organisations will give funding to a Not for Profit company or an Association without charity registration, if it can show it behaves as a charitable organisation. If you are not eligible, can a partner bid, and work through or with you (e.g. as a supplier or venue) to deliver the project?
Activities and Resources	Incorporating as a Legal Entity (Activity VI) Useful websites: Companies house: http://www.companieshouse.gov.uk/ Charity Commission: http://www.charity-commission.gov.uk/
Appendices:	Your Governing Document (i.e. Constitution, Memorandum and Articles of Association, Trust Document or Rules) Charity Registration (if applicable) List of Funding Sources you will apply to (Activity VIII, Funding Search)

Sample text - Section 6: Legal Structure and funding opportunities

The organisation is a Company Ltd by Guarantee with a board of voluntary directors and voluntary workers. This means that the Company can hold contracts, grants etc. and that Directors' liabilities and personal assets are thereby protected as long as they act correctly, in good faith, and within the law. Any surplus at the end of each year is re-invested in the company. We are currently investigating the possibility of charity status.

Section 7: Assets, Facilities and Funding secured

Overview

General Objective:	This section is to enable you to outline what your organisation/project already has in place. The purpose of this section is three fold: i) to help you to identify what you have already, so where you have gaps to fill; ii) to help you to evaluate what you have already in non-cash terms (not everything comes down to money) and iii) to demonstrate to funders that you can add value to any cash funding they may give you. You will be likely to refer back to previous sections.
Issues:	Separate out your information as follows: capital funding already secured (see Part 1); assets already owned or secured (see Part 1); revenue already secured (see Part 2). For revenue, outline what this is for, and how long it will last. Finally, list in-kind support being given to the project (see Part 3). You can put a value on the latter, and it can be used as Match Funding. It is also useful to list the “non-material” assets that you have (things that would be counted as ‘goodwill’ in a small business); for example your reputation, contacts and so on. (see Part 4).
Activities and Resources	SWOT (Activity III) Partner Audit (Activity V) Volunteer Audit (Activity III)
Appendices:	Excerpt from your last year’s accounts or balance sheet (if available) Letters of agreement, grant offer letters or partnership letters of support

Sample text - Section 7: Assets, Facilities and Funding secured

This is a newly founded organisation so year one accounts are not yet available. However, we have already made significant strides in making a secure foundation for our work, both through partnership and through establishing links in our community. In particular, the following assets have already been secured: an agreement with [xyz] for use of the building for five years at a 'peppercorn' rent; new office and project computers and furnishings from [xyz source]; one fulltime funded development manager's salary and on-costs until [date]; input from partners consisting of [xyz]. We await decisions on two other grants and one contract for services which are detailed. How these assets contribute to our work has been described in some previous sections, and in the following sections we break each element down financially, to give a clear view of our sustainability over the short and medium term, our immediate funding needs, and our longer term plans.

Section 7: Assets, Facilities and Funding secured	
Part 1 Existing Capital	
Objective	See Overview of this section.
Issues	What assets, facilities and funding for capital has your project already secured, and what are the timescales, sources, and conditions attached (if any)?
Activities and Resources:	SWOT (Activity III)
Appendices:	Asset register Diagram of building and facilities Accounts / Balance sheet

Sample text – Section 7 Part 1: Existing Capital

The appendices list all of our computer equipment in an asset register. For the next two years, these assets can be used for any project, however funded, that involves our target group. Outside normal training hours, the assets can be hired out by anyone (eg businesses) for private use. In addition to this, the building has a fully equipped catering kitchen and a cybercafe area, as shown in the diagram of facilities in the appendices. We also have a fully equipped meeting room. These facilities, and the crèche, can be used by both paying clients and our funded beneficiaries.

Section 7: Assets, Facilities and Funding secured	
Part 2 Existing Revenue	
Issues	What funding for revenue has your project already secured, and what are the timescales, sources, and conditions attached (if any)? What activities, hire-out of assets or services do you supply which earn income (attract charges)? What contracts for supply of services do you have which will bring in income? Estimate how much comes in against each activity in a given period (e.g. per month/quarter/year)

Activities and Resources:	Cash flow forecast (Activity VII)
Appendices:	Cash flow forecast Letters of agreement from partners Excerpt of contracts for work Leaflet/price list for services

Sample Text – Section 7 Part 2: Existing Revenue

The table below outlines the income streams we already have and their purpose. Some monies are ring-fenced for certain activities as described below. Earned income includes activities from the cybercafe, meeting room rental, training room hire by partners and outside organisations, events and our fledgling community ICT services operation. This demonstrates that although we have sufficient funding for the next [x] years to cover [xyz], we need a fulltime [outreach worker] and a part-time [volunteer co-ordinator] to fully exploit the assets and revenue streams we have secured.

Table to show grants and income		
a) Grants		
Source and amount	Purpose/Activity	Timescales
<i>Add your text here...</i>	<i>Add your text here...</i>	<i>Add your text here...</i>
b) Income Confirmed/on-going	Purpose/Activity	Timescales

Part 3 <i>In-kind support</i>	
Objective	In-kind support can be very persuasive to potential funders. It can show the value that other organisations or individuals place on your project, by providing volunteers for example, even if they can't contribute financially. Drawing in support from others is something the voluntary and community sector is uniquely good at.
Issues	What do partners or sponsors supply to you at no charge? This can include facilities, advice, consumables; activities such as marketing, staff training and tutor time; volunteer time. What do your volunteers and trustees contribute? Do trainees participate by helping their peers (mentoring, coaching, buddying)?
Activities and Resources:	Partner audit (Activity V) Volunteer audit (Activity III) SWOT (Activity III)
Appendices:	Letters of commitment from partners (as above) Volunteer audit (see Activity III) Steering Group agreement and members

Sample Text – Section 7 Part 3: In-kind support

A tutor is provided four days a week for two sessions through our partnerships with [xyz] College and Community Education. Both organisations also help with course marketing, enrolment assessment and accreditation. The value of this help is outlined below. Through the Steering Group (see Appendix) we can draw on expertise in ICT, Marketing, Personnel and Legal issues, as well as deriving networking benefits with key players locally. This assistance amounts to 10 person days bi-monthly and is given free of charge.

Table to show in kind contributions

Source and value	Purpose/Activity	Timescales
<i>Add your text here</i>		

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Section 7: Assets, Facilities and Funding secured	
Part 4 Non-material Assets	
Objective	As Overview to this section. In particular, demonstrate to funders that your project already has in place knowledge, contacts and experience which have significant value for your project. Whilst these non-material assets need to be updated continuously, they also cost a lot (in time and expertise) to establish.
Issues	What other assets do you have that involve contacts, intelligence, experience, local knowledge, profile, reputation and so on? This is what a Business might call “good-will” if it was up for sale. In regeneration work it is often called “added value”. It may well be one of your greatest strengths. Good projects are likely to enhance chances of long term sustainability through publicity, seminars, conferences and events that will raise public profile and levels of community support.
Activities and Resources:	SWOT (Activity III)
Appendices:	Media articles about your centre Listing of Public events at your centre Copies of any public commendations or awards

Sample Text – Section 7 Part 4: Non-material Assets

Our premises are centrally situated and the venue is already well-known locally for the Business Counselling service on the top floor, and the Citizen’s Advice Bureau next door. We hold a database of nearly 100 local community organisations and through our launch period we have hosted, visited or telephoned most of these. These include useful contacts and networking opportunities through 5 local places of worship and 3 local schools. Through Open Days and promotional events we have collected over 400 names and contact details of prospective trainees and volunteers. These are in the process of being entered onto computer as part of work experience for the volunteers themselves. Both of our full-time staff members and all our Steering Group have long experience of similar work in the immediate area and are well-known stakeholders, which

promotes our cause and our status in the local community. We have recently recruited a Steering Group member who works part-time with the local community radio station, which will help us with local promotion and possibly provide new training avenues.

Section 8: Proposed types of activities, services and projects	
Objective	This section is to help you develop your organisation in a coherent way and to identify what activities or services you will be doing in the short, medium and longer term.
Issues	What programmes, services, activities and projects do you have planned for the current year, Years 2 to 5 and post Year 5? Who will they be offered to? How will they be funded?
Activities and Resources:	Services offered (Activity IX) SWOT (Activity III)
Appendices:	Yearly timetable

Sample text - Section 8: Proposed types of activities, services and projects

A year by year timetable of activities is shown in the appendices. The first two years' activity is confirmed. However, they are likely to be expanded by volunteer activity through the new posts proposed in the funding bids mentioned above.

In summary our plans are;

Short Term: consolidate basic skills training activity; expand meeting room, crèche and cybercafe both for target group drop-in and for income-earning potential. Run 3 fund-raising evening social events per year

Medium Term: build up volunteer and outreach programmes; develop multi-media and/or community radio projects with related work experience programme. Further develop social fund-raising activities programmes with business sponsorship/prizes, and local publicity.

Long term: develop and market own training materials and new programmes suitable for the target group. Market our experience and support services to other agencies on a fee-paying or partnership basis.

These ideas are developed in more detail in Section 10.

Section 9: Roles, responsibilities and timescales	
Objective	This section asks you to identify who is doing what in your organisation, who will do things, and how they will be phased. Who will take responsibility for the tasks you have outlined in this plan?
Issues	As above, it is useful to divide under the headings: Short Term Needs, Medium Term Needs, and The Future. Within each of these it is useful to look at different areas of activity such as Management, Administration, ICT tutors/support, Other. Fundraising for any staffing can be outlined in the table in the Fundraising Schedule, Section XI.
Activities and Resources:	Staff Skill Audit (Activity VIII) Volunteer audit (see Activity III)
Appendices:	Timetable of Staffing Staff Development Plan

Sample text - Section 9: Roles, responsibilities and timescales

The appendices show current roles, volunteer input we have recorded so far, and roles currently fulfilled by the Steering Group.

For the short to medium term we have identified the need for two more posts as described in Appendix and Sections 7 and 8.

In the longer term we will seek a Business Development Manager to take our income generation plans forward. These plans are further described in Section 10.

Section 10: Opportunities to maximise income	
Objective	In previous sections, you have outlined what assets you have. How can you maximise income from your assets and services? Some of them can be exploited to bring in cash. In this section, outline/prioritise the main income generating activities you envisage (e.g. fundraising events, sponsorship, donations, trading or partnership activities), along with opportunities and limiting factors.
Issues	Is your organisation legally set up to trade? If not, should you change your legal structure by setting up a trading arm? Other options include working with or through a partner, or developing non-cash trading. (See Activity XII). Charging individuals for access or services is an option but many UK online centres consider that their most disadvantaged clients cannot afford to pay. Some centres have membership schemes staged for different types of member e.g. local businesses, community groups and individuals.
Activities and Resources:	Related Activities: SWOT (Activity III)
Appendices:	Table of Activities on which you may raise income (eg resulting from the Project Stack exercise)

Sample text - Section 10: Opportunities to maximise income

At present and for the short term our training room is used for 8 sessions per week in term time only, fulfilling the contracts and grants we hold. This leaves 6 day-time sessions per week and 4 evening sessions to exploit, plus holiday usage out of term time.

To exploit this, we propose the following activity development plan, which will use our contacts in business and in local schools. This work is dependent on the Outreach Worker and Volunteer co-ordinator for full development: [Add outline Activity Development Plan, possibly based on a written explanation of your version of Activity X]

A marketing plan for the crèche is being developed by our partners and a draft is presented in the appendices.

We are currently promoting the cybercafe through local schools, both as a mothers' drop-in in term time and potential base for a home-work or holiday club (with the meeting room) in school holidays.

Section 11: Fundraising schedule	
Objective	This section allows you to consider your fundraising carefully. Good sustainability will come from planning your fundraising and income generation over a sufficient period of time rather than fundraising to fill gaps in emergencies.
Issues	From all the information gathered so far, list the most likely sources of funding for the activities you proposed at sections 7 and 10, including a note on bids you have already submitted, those you have in preparation or will submit shortly, medium term plans and any longer term ideas for the future. What funding sources have you approached and will you approach? What will they fund?
Appendices:	Your fundraising schedule – this could be a workplan of what tasks need to be done by when and who will do them.

Sample text- Section 11: Fundraising schedule

Our fundraising plans are outlined in the following tables:

All the bids in list A and item I) in list B have been preceded by in-depth talks with funders and we are very hopeful of positive outcomes. There are further details of who will do the work, and when it will be done in the fund-raising schedule in the appendices

A) Bids submitted/awaiting response			
Source	Requirements and outline proposal	Date submitted	Verdict due date
B) Immediate priorities and bids in preparation			
Source	Requirements and outline proposal	Deadlines	Responsibilities
C) Medium term			
Source	Requirements, and "fit" for our ideas	Deadlines	Responsibilities

Section 12: Contingency Plans	
Objective	This section asks you to identify contingency plans in case your funding applications and income raising plans do not bear fruit. What alternative courses of action will you take secure income and/or to cut costs?
Issues	There may be other strategies you can adopt, which, although not your ideal development path, could be developed if alternatives fail. These may range from letting out space or facilities, to cutting services or posts, or seeking alternative partners.
Activities and Resources:	Risk Analysis (Activity X)
Appendices:	You might want to prepare a risk analysis, giving a range of problems which could occur, how serious you think they are and what you would do to address them. A format is suggested below.

Sample text - Section 12: Contingency Plans

We recognise possible limitations in the time that the present staff, volunteers and steering group have available to exploit the assets we have available. Our college partners have expressed an interest in running more of their courses from our premises, for a room-hire fee. This is not ideal as it would involve our rescheduling some of our own activities to free-up suitable slots, and would also mean we would lose some control over what kind of activities are run. A risk assessment is shown [below/in the appendices]

Activity I

Action List

	ACTION (EXAMPLE ACTIONS)	RESPONSIBILITY	TIMESCALE	PROGRESS
SWOT Analysis	◆ Undertake SWOT analysis of the HLC			
Brainstorm	◆ Brainstorm key activities required to produce funding plan.			
Location	◆ Undertake community mapping exercise (Activity IV)			
Staff and volunteers	◆ Undertake staff skills audit (Activity IX)			
	◆ Undertake volunteer audit (Activity III)			
Partners	◆ Prepare partner audit (Activity V)			
Services offered	◆ Prepare list of services offered and review (activity IX)			
Legal structure	◆ Review legal structure required (Activity VI)			
Financials	◆ Review P&L and cashflow to determine funding requirements (Activity VII)			
Funding Sources	◆ Review potential funding sources to identify which fit with HLC's objectives.			
	◆ Prioritise funding sources.			
	◆ Prepare Fundraising schedule (Section 11)			
Risk Analysis	◆ Undertake Risk Analysis (Activity X)			
Funding plan	◆ Prepare funding plan			
	◆ Provide regular updates to Board/Steering Group			

SWOT Analysis

The purpose of the SWOT Analysis is to:

- ◆ Enable you to make fact based decisions about the future of the HLC.
- ◆ Identify short term actions to increase revenue and decrease costs.

How do you undertake a SWOT Analysis?

- ◆ Identify someone to lead the process e.g. HLC co-ordinator.
- ◆ Collect as much relevant information as possible.
 - financial, assets, staff, trustees, customers, communication
- ◆ Review meetings or workshop with key members of the HLC team (e.g. trustees, partners, staff) i.e. those who have a vested interest and commitment to its future.
- ◆ Complete the Stocktake template to identify:
 - internal strengths and weaknesses,
 - Performance: financial, health and social outputs
 - Staff and volunteers: skills, capacity, turnover, satisfaction
 - Finance: costs, income streams, cash flow
 - Asset management: use and management of buildings and equipment
 - Systems and technology: access, usage, skills
 - Organisation and management processes
 - Partners: relationships, level commitment
 - Trustees: skills and knowledge available/required
 - external opportunities and threats,
 - Customers: target customers, demand for services, perception of services/projects
 - Financial: access to funding
 - Clients: (Statutory, voluntary and private sectors)
 - Competitors
 - Relationships: Partners, PCT, LA, Other Voluntary Sector organisations sharing space
 - Regulation: Impact on service delivery

| See template overleaf

<p style="text-align: center;">Strengths</p> <p>(Performance, Health & Social outputs, Staff & volunteers, Financials, Asset management, Systems and technology, Organisational Processes and Partners)</p>	<p style="text-align: center;">Weaknesses</p> <p>(Performance, Health & Social outputs, Staff & volunteers, Financials, Asset management, Systems and technology, Organisational Processes and Partners)</p>
<p style="text-align: center;">Opportunities</p> <p>(Customers, Funders Clients: Competitors, Relationships, Regulation)</p>	<p style="text-align: center;">Threats</p> <p>(Customers, Funders Clients: Competitors, Relationships, Regulation)</p>

Volunteer Audit

Volunteer's Name	Volunteer's Role at HLC	Background / Skills / Experience	Services used at HLC	Other information

Community Mapping

Areas / wards served	Profile of area (including deprivation ranking)	Product services offered in area	Potential local funding for this catchment area?	Accessibility for target group

Partner Audit

Complete with for both current and future partners

Partner	Current working arrangements	Potential for future working arrangements	Value of relationship (1-low, 5-high)	Strength of relationship (1-low, 5-high)	Comments
For example:					
PCT					
Big Lottery Fund					
Local Authority					
Social Services					
Local Schools					
Adult Educations					
Local Doctors					

Incorporating as a Legal Entity

See tool from Statutory Contractor workshop on the Healthy Living Online website at www.healthylivingonline.org.uk

CashFlow Forecast

Month	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	TOTAL
Opening Balance													
REVENUES													
Sales													
Awards/grants/other income													
Total Expected Income													
COSTS													
Other salaries to staff													
Costs of materials													
Capital expenditure (machinery etc.)													
Income tax and National Insurance													
Insurance													
Rent and council tax													
Water / electricity / gas													
Telephone													
Travel or motor expenses													
Postage/ stationary / printing													
Other advertising													
Interest & charges													
Professional fees/ union membership													
Tax													
Other (What.....)													
Total Expected Costs													
Closing Balance													

Services offered

Service	Objectives	Fit with HLC objectives?	Target market	Potential number of customers	Timescale	Cost and how funded?

Staff Skills Audit

Key areas of business planning	Skills required	*Who in HLC has appropriate skills?	*Skills Gap? Yes/No	*Action required
Gain commitment from key staff/partners	<ul style="list-style-type: none"> • Communication • Understanding of HLC business planning process 			
Review current position of HLC	<ul style="list-style-type: none"> • Organisational Management and leadership • Planning • Workshop Facilitation • Understanding of business planning 			
Review current position of HLC (cont/d)	<ul style="list-style-type: none"> • Legal/regulatory advice from appropriately qualified source 			
Developing strategy for future sustainability	<ul style="list-style-type: none"> • Understanding of strategic options • Creativity and innovation • Leadership and vision • Facilitation 			
Marketing Plan	<ul style="list-style-type: none"> • Marketing planning • Understanding of relevant sector • Fundraising • Marketing Communications 			

Key areas of business planning	Skills required	*Who in HLC has appropriate skills?	*Skills Gap? Yes/No	*Action required
Service Delivery Plan	<ul style="list-style-type: none"> • Project Management • Understanding of key HLC objectives • Communication • Monitoring • Performance Management 			
Facilities Management Plan	<ul style="list-style-type: none"> • Managing a multi use building • Understanding of property related legal and contractual issues 			
Finance	<ul style="list-style-type: none"> • Financial Accounting • Excel • Social enterprise accounting 			
Health and social Outputs	<ul style="list-style-type: none"> • Knowledge of Key Health and Social Care, Deprivation Indices • Knowledge of Statutory Sector Objectives 			
Implementation Plan	<ul style="list-style-type: none"> • Project Management • Communications Planning and Delivery 			
Producing the documentation	<ul style="list-style-type: none"> • Word/excel skills • Document production skills • Administration skills 			

Risk Analysis

Risk Assessment Table (*with sample text*)

Risk	Low? Medium? High?	Potential impact	Activity to address
Not have enough people from our contracted targets attending	Medium	Do not met funding targets, therefore funder may not provide future funding.	Run a marketing workshop Extend role of Outreach Worker
Insufficient staff to cover all activities required	High	Unable to run all activities	Further funding bid for development worker Develop Volunteer programme Slow down development plan