

Exploring Change Phase one approvals November 2010

2166 Forthspring Inter Community Group

£17,885.00

Ms Maura Moore

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We want to challenge a culture of dependency within the local communities and encourage sharing and co-operation. Residents have become dependant on the services provided by Forthspring and the funding that underpins the services and, in many cases, do not actively contribute to the life of the community. This has arisen from a decline in trust, self help, neighbourliness and the expectation that someone else is responsible to solve problems or meet needs. Forthspring operates in an area of high disadvantage. Amongst many residents there is low self esteem, a lack of pride in the area, little community spirit, all of which gives rise to petty disagreements and apathy. The project will explore how to develop within a local community a culture of sharing, a co-operative spirit, active and concerned citizens with the overall aim of increasing generosity and social interaction. The project will do this by changing how staff engage with local residents, delivering social life coaching to local residents to raise awareness of the benefits of engaging and sharing with others, developing a 'Have a Go' programme with a system of rewards and incentives to promote engagement in Forthspring's work and create a community dividend, creating local cottage industries that enable people to use their skills to create community benefit and sharing the learning from the project with other communities. The project will explore innovative approaches to building local commitment and creating sustainable community resources including the use of a timebank to reward effort, cottage industries to use local skills to create community capital and building less dependant relationships between paid staff and local residents. It will be delivered over a 15 month period commencing October 2010. The project will be managed by Forthspring staff and will involve staff and local residents

2167 YouthNet

£12,174.00

Mr Denis Palmer

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Education sector reform, declining youth work budgets and the roll-back of ELB support function to local groups has had a disproportionate effect on the voluntary youth sector, highlighting the need to develop more efficient and effective ways of working. Following an extended period of consultation with its membership and other stakeholders, Youthnet has been mandated to develop a revised strategy that will include: a new regional and sub-regional stakeholder structure that will: facilitate more effective representation and collaborative working; develop collaborative support structures; and ensure more effective use of shared resources, shared learning and joint service delivery.

This will be a consensus-led process achieved through detailed consultation with stakeholders which will provide essential baseline information to ensure that the resulting strategy identifies future models that are representative, achievable, responsive and take account of existing skills and expertise. Consultation will take place through a series of sub-regional and regional events, stakeholder and interest group surveys.

The development of a comprehensive communications strategy will form an integral part of the project.

Youthnet will have management responsibility for the project which will run from September 2010 until February 2011. The project will be targeted at Youthnet member groups, Youthnet thematic interest groups, local youth providers and volunteer led groups. It will also engage with statutory partners in ELBs, YCNI and DE.

2168 Community Foundation for Northern Ireland

£19,000.00

Dr James Magowan

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We want to build on collaboration amongst a number of organisations with an interest in philanthropy, engage others, and collectively contribute to creating a culture of philanthropy in Northern Ireland. The group initially came together in May 2009 through their participation in a Boston College Study visit 'Vision In Philanthropy' to the USA – since then, the alumni, the 'ViPers', have kept contact and organised a successful return visit by Ellen Remmer CEO of The Philanthropic Initiative. We believe that by working together the product will be greater than the sum of its individual parts and that we can accelerate the process and enhance impact towards realising our common goal of creating a culture of philanthropy in Northern Ireland. Public expenditure cuts will impact across the sector and it will be essential that the potential of private philanthropy is fully realised – and in particular can reach less popular causes and organisations that do not have the capacity for fundraising. Philanthropy, or planned strategic charitable giving is in its infancy in Northern Ireland. Research and experience in the US and in GB and the Republic of Ireland points to the recent increase in demand for philanthropy advice and noted that satisfying this is critical to instilling a culture of philanthropy. There is thus a need to develop the philanthropy market. The Community Foundation, which has the broader promotion of philanthropy as a strategic objective, will lead on the project, with involvement and support from a consortium of organisations (Arts and Business, Heritage Lottery Fund, Lloyds TSB Foundation, Northern Ireland Assembly, Ulster Community Investment Trust) all with an interest / role in facilitating philanthropy.

2171 Northern Ireland Environment Link**£18,500.00**

Ms Sue Christie

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We wish to help the environmental NGO (eNGO) sector in Northern Ireland to deliver a sustainable environment during a time of rapid and severe change through developing a stronger, more cohesive sector and clear, consistent, 'resonant' messages. Society and eNGOs both need to change; this will facilitate that change.

The eNGO sector in NI is relatively small but extremely diverse, from small special interest groups to international organisations. Financial pressures will bring huge change to the sector; organisations need to adapt and the sector as a whole must re-examine its priorities and working arrangements. The difficulty in promoting the contribution of the environment to public well being amongst other public priorities is increasing. New communication mechanisms are required; traditional methods are no longer effective. This challenge is also facing the government, and this project brings government (NI Environment Agency and its Statutory Advisory Councils) and NGOs together to improve delivery of environmental outcomes.

The project will frame the debate using new behavioural psychology techniques and innovative interaction mechanisms to develop environmental priorities, political messaging and public promotion ideas to help the eNGOs prioritise environmental outcomes and action and, from those functional needs, to identify the structures that can most effectively deliver them. This will lead to new working mechanisms (including collaboration, partnerships and potential mergers), and improved communication among the sector which will lead to more effective work and improved outcomes.

2178 Ulster Cancer Foundation**£14,000.00**

Ms Roisin Foster

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The Ulster Cancer Foundation was recently involved in major merger discussions with Action Cancer. Even though the process was well advanced the merger did not proceed. During that process we learnt a lot about the process, the difficulties and some of the potential of mergers and working together. Our general view is that there are too many cancer charities and more consolidation and/or joint working would be desirable.

The time and money spent on the merger process, therefore, was not entirely wasted and has progressed our thinking on partnership working. It has led us to consider a different model and consider working in partnership with smaller cancer charities which have sprung up throughout Northern Ireland in response to community needs. We would like to use 'Delivering Change' resources to build a model of working with smaller charities -- in effect a big central charity working with smaller community based charities. This would provide useful learning for charities that are considering new approaches but are perhaps concerned about being 'taken over.' For us the potential is to have a relationship based on their strong community presence and our central role and expertise. We do not want to 'take over' the small charities but use their community role as a strength. We also think it would be cost effective by allowing us to have a wider local presence without committing our resources and duplicating effort. We have had initial discussions with some local cancer charities and we would like to form a working party to explore the organisational and practical issues and seek to establish formal relations with local charities. We would like to start the process in September.

2182 Northern Ireland Rural Women's Network**£19,958.00**

Ms Mary Duggan

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NIRWN and WRDA intend to work in partnership to carry out a pilot research project that will look at the needs of women in both the Fermanagh and Lisburn Council areas. The research will be responsive to the changes associated with RPA. While the outcome is uncertain at this time, functions will transfer from Government Departments to Councils at some future stage, and we believe that it is important to prepare women's organisations for these changes. To provide some context for this work we will develop a small piece of research into the experience of English women's organisations so we can learn from what happened to the sector there when funding went to the local council structures. The final objective of the project is to identify the training needs of women with regards to the challenges of RPA and put in place a planned approach to delivering this training in each area

2184 The Cedar Foundation**£19,000.00**

Mr Stephen Mathews

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Karuna Home is a small, parent led, charitable organisation providing high quality residential care and day support for nine adults with complex learning and physical disabilities. The project, established in 1999, has been run by a board of managing trustees who founded the organisation to provide support to their children in the absence of any suitable provision. Karuna's main aim is to enable the residents to have an ordinary life, to be integrated into the community in which they live, and take part in activities according to their individual needs, abilities and interests.

The Trustees have managed Karuna to an exceptionally high standard, however, now realise the importance of ensuring the life of the project beyond the interest of the founding Trustees. The Trustees have found the increasing regulatory environment challenging. This allied to significant changes in Health & Social Care led the Trustees to approach The Cedar Foundation for support in meeting these challenges and ensuring the long term sustainability of Karuna to meet the needs of current and future residents.

Cedar has agreed to work closely with the Trustees during the current financial year to explore how this objective might be achieved. At recent meetings with the Karuna Trustees they expressed a desire to merge with Cedar to achieve this objective,. The purpose of this application therefore is to secure support and resources to enable the Karuna Trustees to actively explore what needs to be done to achieve this by September 2011. A working group with representatives from both organisations will be responsible for ensuring delivery of the project.

2189 Intercomm**£20,000.00**

Mr Liam Maskey

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Intercomm Ireland is one of Northern Ireland's leading Peace Building Charities, having been involved in radical and life changing mediation work in both Northern Ireland and Internationally with countries that have been plagued with conflict. Given the pending changes within the sector, Intercomm, along with its proposed partners are committed to moving beyond the sectors reliance on short term funding to sustain its work. Intercomm Ireland wants to use the income from the Building Change Trust to embark on an ambitious, refreshing and strategic journey that will result in the organisation generating 70% of its annual income, with the remaining 30% being made up of short term funding and income donated through strategic alliances with the private sector.

1. Realising the international brand that Intercomm has and using it as a platform to secure additional International and Local Contracts
2. Developing a commercial Patrons scheme aimed at engaging the private sector. Scheme will promote potential international business opportunities for our proposed paying patrons
3. Conduct an internal financial review on how we can become more commercially aware of our service and position the organisation for 'commissioning opportunities' through RPA
4. Carry out a social return on investment analysis on our interface work - overall aim is to use this study as a tool to facilitate initial negotiations with the Justice Department for the delivery of intervention services (demonstrate our saving / cost analysis) particularly at Interfaces
5. Develop a range of collaborative and mutually beneficial working partnerships locally, regionally and internationally - all focused on helping the organisation secure larger contracts and those that will reinforce the International Brand that Intercomm are starting to acquire.

2192 The Ashton Centre

£20,000.00

Mr Paul Roberts

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We propose to set up a development company to acquire and develop vacant or derelict properties as centres for third sector organisations, beginning with a Third Sector Centre in central Belfast. Such a centre will allow third sector organisations to co-locate with organisations which share their values and ethos while at the same time sharing resources such as meeting and conference facilities, information and communication technology and reception staff. Groups will benefit from reasonable rents, flexible tenancy terms and office space and facilities designed to meet their needs.

Based on a model already developed in the UK by the Ethical Property Company (www.ethicalproperty.co.uk) the new development company will offer potential tenants the opportunity to invest in the new company alongside the two founding organisations and other 'ethical investors'.

The two proposed founding companies are Ashton Centre Development Limited (ACDL) and Landmark East (LE) who have already formed a steering group for the purpose, having already carried out significant research.

ACDL is a community owned and led organisation using self-help, trading for social purpose, and ownership of buildings and land, to bring about long-term social, economic and environmental benefits to the community. They have built or redeveloped 5 centres in North Belfast, in neighbourhoods which have experienced the worst economic decline. Over the last three years Ashton has developed three new Centres in North Belfast at a cost of over £4 million and it now employs over 120 people. This has been done by re-investing surpluses and managing income

Landmark East is a property development company with charitable status, and a wholly owned subsidiary of East Belfast Partnership. It has developed 4 centres in east Belfast, at a cost of approximately £7 million using a mixture of grant income, generated income and bank lending. All the properties are currently let to other voluntary and community organisations, or to businesses or statutory agencies seen as delivering community benefit.

The two organisations have already worked together and recently they merged their two computer support social enterprises to create a larger stronger business.

Responsibility for delivering the project will be taken by the Steering Group, until the new company is established, which we envisage will take approximately 12 months. Already contact has been made with a wide range of potential interested stakeholders and during the delivery phase we

2200 Community Arts Forum

£20,000.00

Ms Heather Floyd

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What do you want to do: The Community Arts Forum (CAF) and the Rural Community Network (RCN) plan to explore community arts as a catalyst for change.

Why does it need to be done: To ensure continued and increased rural access to community arts as a medium for building community and personal development. The project will track the progress of participants and groups as they creatively think through changes they want for their communities. It will demonstrate and report on this process and enable participants to understand, inform and change policy.

What is the current situation: Contemporary research on the impact of community arts has been identified as a gap and critical to the sustainability of community arts work. CAF is carrying out pilot research on the impact of community arts on communities and community development in Belfast. RCN has a comprehensive and ongoing research programme. Expertise and knowledge from the two organisations will inform the proposed rural arts research.

How will the project be delivered: A researcher will be recruited to work with local groups. S/he will carry out action research which will explore community arts as a catalyst for change and the impact of community arts on rural communities.

Who will be responsible: CAF will be the lead partner, working in partnership with RCN and rural groups to deliver the project.

When will it be done: Between September 2010 and December 2011.

Who else will be involved: CAF, RCN and rural community groups.

2201 CO3**£14,000.00**

Ms Majella McCloskey info@co3.bz

CO3 wishes to explore the feasibility of developing a social economy aspect to its organisation. This would have two aims. The first aim would be to support the sustainability of CO3 in a climate of public sector spending cuts by considering existing and potential social economy projects related to CO3's core activities. The second aim would be to consider whether it might be possible to encourage succession and refresh sector leadership by offering CO3 members the opportunity to build skill and expertise in being able to offer consultancy skills. CO3 has some streams of self generated income that might, with exploration and support, develop into social economy projects but does not have the resources to fully consider these ideas and ensure member views and agreement on a way forward. This project is being undertaken to help CO3 maintain financial viability as well as to provide a vehicle for current third sector leaders to consider bridges to alternative skills development and employment. Currently the third sector relies on a range of private and public sector consultants to provide support, expert advice and research. This project would also build a sector-sufficient approach to consultancy. CO3 is comprised of almost 250 members and they will all have an opportunity to participate in this project. The project will be delivered by recruiting a consultant/researcher to help identify social economy ideas, assess member views on these ideas, report to CO3 Executive Committee and members, and agree a way ahead with a business case and full costing.

2202 Royal Mencap Society**£20,000.00**

Maureen Piggott mencapni@mencap.org.uk

Mencap's Segal House is a highly regarded, multi-disciplinary, cross public/voluntary sector early intervention service for children with a learning disability and their families. Established in 1969 and now serving around 45 families, Mencap owned Segal House is no longer fit for purpose and a new building is urgently required: The present facility is sub-standard compared to modern nursery schools, prompting an urgent need to relocate to new premises enabling us to fully meet service user needs and to provide as the hub of our longer term aims an early intervention centre of excellence and early intervention network.

Our partners Cedar Foundation, RNID NI, Autism NI and Homestart NI are also specialists in early intervention with their clients. Like Mencap, each organisation is similarly working out of unsuitable premises. Common interest in early intervention and premises restrictions have led to a commitment to moving toward a mutually beneficial co-located premises enabling each organisation to provide an enhanced, more cost effective and therefore sustainable service (particularly in view of imminent public sector financial constraints). It also enable closer collaboration across these specialisms. Capital from the sale of Segal House will contribute to the cost of the new premises once specification is agreed.

Through this fund we plan to use process and content specialists to define the service model for co-location/collaboration, infrastructure, governance arrangements and specifications for a new premises. The co-location plan needs to be completed by March 2012 to enable us to move to the implementation stage. The consultant evaluation will ensure that the eventual co-location enables the partners to fulfill service users' needs to maximum effectiveness and efficiency.

2204 Mulholland After Care Services**£19,900.00**

Ms Mary Ryan mary@mulhollandaftercare.co.uk

MACS and MSI-IT Solutions aim to facilitate a pilot project in order to share and develop our jointly created outcomes monitoring system with providers in the voluntary and statutory sector. Through this process of collaboration we aim to amend and fine tune our system with the final objective being a social enterprise initiative selling the system across the sector.

There is an increasing drive from statutory and voluntary funders to evidence the direct impact of practice on clients and numerous strategies emphasising the need for organisations to set clear and specific targets and to monitor the outcomes of their interventions. This project will provide a cost effective solution to a range of providers.

Over the last 18 months MACS have completed a pilot outcomes project funded by Supporting People which enabled the development of a bespoke online database monitoring system (SPIN) The SPIN system is adaptable to all support providers working with a range of clients. SPIN is based on the five higher level strategic outcomes identified at Government level. This proposed pilot project would enable us to demonstrate the benefits of the system across a range of providers and to assess its adaptability.

We would like to pilot the SPIN system with four other providers in both the voluntary and statutory sectors. These pilots will run for 6 months. At the end of this process the learning will be presented at a seminar open to all organisations interested in developing outcomes monitoring systems. MACS will be responsible for the management of this project which will run from September 2010 until May 2011. The project will also facilitate the development of a SPIN website to share learning and resources across the voluntary and statutory sectors.

2206 The Village Garden Broughshane - on behalf of BERCC**£20,000.00**

Mr Sandy Wilson

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What we Want to Do: Ballymena East Rural Community Cluster (BERCC) is one of 4 mini clusters established in 2009/10 in the Ballymena area as part of an initiative of Ballymena Council to innovatively prepare the C&VS in the area for the financial and structural changes that RPA and central and local government cuts would bring. During the community consultation in 2009/10 an overarching Ballymena Borough Cluster strategy was developed by the groups which then resulted in four mini clusters, two urban and two rural, of which the BERCC is one. The aim of the strategy is to innovatively get the cluster groups to work smarter, better and in a more collaborative and innovative manner and by doing so to identify new ways of working between the sector and other statutory, voluntary and private bodies and which would ultimately improve service delivery in the area. The BCT project will work to practically achieving this. Why does it need to be done? In early 2010 the groups recognised that cuts were imminent and that joint and collaborative working was required in order to meet the needs of the community and ensure the role of the CVS in this process. This resulted in the development of the 4 mini clusters within Ballymena covering the whole area. From this each mini cluster was consulted and identified the specific needs of their local areas. The needs of the elderly followed by those of young people were the priorities in this area. Current situation? Council recently approved the mini cluster strategy and has offered BERCC £20,000 to initiate a programme of work which will help it to strengthen and develop the relationships between its constituent groups and help their communities to see the benefit of collaborative ways of working and develop ideas around projects that would make a difference to the whole area.

2207 Ulster Community Investment Trust**£18,000.00**

Mr Jonathan McAlpin

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The proposed project will involve a needs analysis on the establishment of a new Public Procurement Brokerage Service (PPBS) that would help not-for-profit social enterprise organisations successfully tender for public service contracts. It is anticipated that PPBS would act as a one-stop-shop for social enterprises throughout Northern Ireland, building their business capacity, identifying procurement opportunities, and guiding them through the tendering process to win public service contracts and ultimately reduce the sector's dependency on grant funding.

The project will involve three key pieces of research: 1) An assessment of the procurement opportunities currently available to the sector, including the approach taking by the public sector to advertise contracts and average size of contracts; 2) An assessment of the sector's readiness to avail of procurement opportunities, to include the development of a skills competency framework and subsequent analysis of the skills and business capacity of a sample of 100 social enterprises at different stages of the business growth cycle, and opportunities for collaboration; 3) mapping the procurement process in the Central Procurement Directorate (CPD); NI Departments and local councils.

The research project will be conducted by the Partnership (detailed below) over an 18 month period from September 2010. The research methodology will involve an analysis of existing research on public procurement opportunities for the sector, interviews with officials in CPD, NI Departments and councils, a survey using a questionnaire, interviews and focus group work with a sample population of social enterprise organisations and the production of a needs analysis for the establishment of a PPBS.

2208 Aware Defeat Depression**£20,000.00**

Ms Alison Smyth

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Our new strategic plan targets us to equip more people to avoid getting depression as well as to recover from it. It also says we need to investigate how to respond to the economic downturn & changes introduced by the new government which may affect our way of working & fundraising. We want to explore collaborative working, moving into new markets & into new areas such as Scotland and the South of Ireland to determine how we can become more financially secure long term. To achieve this aim we want to conduct a feasibility study on our education & training work, to identify the best way to take advantage of the annual growth in demand we have experienced since 2007. 50% of our statutory funding is now for education & training compared to 31% in 09/10. As more emphasis is being placed on health promotion / prevention by statutory funders, we want to pinpoint future public sector opportunities that we can exploit. E.g. mental health training recommendations issued by the latest Suicide Prevention Strategy state that in the criminal justice system there must be a 'co-ordinated & sustained approach to mental health training'. In 09/10 we recruited more trainers to meet demand, particularly from the corporate sector which is starting to realise how staff training on work related depression is good for the bottomline & that by providing awareness training, they are seen to be complying with duty of care principles & implementing the Disability Discrimination Act. However, due to lack of resources we had to turn down 12 opportunities to deliver training last year which were referred to us by satisfied customers, losing £10,000. The study will be managed by our fundraising and new business managers. We will employ an external market research agency. We anticipate starting as soon as we receive our funding as we have been in early discussions with Mindwise about collaborating on joint marketing & training delivery & want to progress this idea with them using the research to guide the direction of our talks.

2222 Chartered Institute of Public Finance and Accountancy**£19,455.00**

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The title of this project is 'Recognising Standards of Governance'. The overall purpose of this project is to develop ways of improving governance within the third sector. Specifically, it seeks to identify (and develop if required) a suitable toolkit that will comprehensively audit organisational governance against good practice. The outcomes of this can be mapped to an accreditation scheme that will award a 'kite mark' to publicly demonstrate that an organisation meets good governance standards.

The main benefits of the project to the sector is the ability to identify where improvements can be made to strengthen governance in organisations. Also, where the quality of governance meets the required standard, this should: provide assurances to funders/sponsors that the organisation is well governed with little if any governance risk; lead to 'lighter touch' regulation of the organisation by funders; and help avoid duplication of audit, i.e. where funding comes from a number of sources, reliance on a single audit can be used by other funding bodies.

The project will be delivered from September 2010 to April 2011 by a team of professionally qualified staff in CIPFA working with a group of stakeholders who will provide practical advice and guidance at various stages. In our experience, there is widespread over regulation and duplication of audit of public funding in Northern Ireland, for example some of the largest organisations have auditors on the premises for 60% of the time and small groups dedicate a disproportionate amount of their resource to being accountable. The governance toolkit and accreditation scheme would give funders the ability to take a more risk-based approach to regulation and ease the accountability