

Resources to support funding diversification

→ Introduction:

Organisations can be less secure if they rely on a single income stream – with ‘all their eggs in one basket’. If that income stream is from a grant funder, that grant is unlikely to continue for ever. If it is earned income, the market could shrink – either because demand falls or because new competitors come along. It’s worth considering a range of different categories of income – grants, contracts, income earned from selling on the open market, donations from individuals – which can complement each other. In some cases, taking out a loan could help you access a new income source sooner, which could boost your overall income.

This information sheet covers:-

- Tools to help plan for diversification
- Resources to help plan for contracting
- Sources of loan finance

Some of the links have been reduced in length and complexity using TinyURL.

→ Getting Started:

- **NCVO introduction to strategic planning for your organisation**
Explores the basics and importance of strategic planning and resources to help.
<http://www.ncvo-vol.org.uk/sfp/strategicplanning/>
- **NCVO sustainable funding case studies**
A selection of case studies gathered through the NCVO sustainable funding project.
<http://tinyurl.com/55fxef>
- **NCVO Newsletter**
The latest update and resources form the NCVO sustainable funding project.
<http://tinyurl.com/5zyqfj>
- **Social Enterprise Visits Programme**
A programme of visits available to social enterprise to explore a range of issues: Business Planning, Customer Focus, Exploring New Markets, Leadership, Marketing, Partnership Working, people issues, raising finance, and social accounting. Bespoke visits can be arranged. <http://www.socialenterprisevisits.com/>

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Full Cost Recovery:

- **Types of overhead cost - An introduction to overhead costs**
<http://www.ncvo-vol.org.uk/sfp/strategicplanning/?id=2207>
- **Core Funding Strategies - An introduction to writing a core funding strategy**
<http://www.bond.org.uk/pubs/guidance/6corefunding.pdf>
- **The implications of not recovering full costs**
The impacts and threats to organisations of not recovering all their costs.
<http://www.ncvo-vol.org.uk/sfp/strategicplanning/?id=2208>
- **The benefits to organisations of understanding the full costs**
Why organisations can make better informed decisions.
<http://www.ncvo-vol.org.uk/sfp/strategicplanning/?id=2210>
- **Understanding and calculating your full costs**
The full cost recovery template and its principles (developed by ACEVO and New Philanthropy Capital) <http://www.ncvo-vol.org.uk/sfp/strategicplanning/?id=2211>
 - Resources and Toolkits available to buy from ACEVO:
 - Funding our Future: Core Costs Revisited
 - Funding our Future II: Understand and allocate costs
 - Full Cost Recovery - a guide and toolkit on cost allocation (3 versions!)
 - Guide & Software CD Rom<http://www.acevo.org.uk/>

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Contracting?

- **NCVO Guide to finding Contracts**
Offers general tips on finding contract opportunities.
<http://www.ncvo-vol.org.uk/sfp/earning/?id=2232>
- **NCVO Voluntary Sector Management of Public Service Delivery Network**
Support and advice on managing and negotiating public sector contracts.
<http://www.ncvo-vol.org.uk/?id=2390>
- **SCEDU training. Tender readiness toolkit**
Sheffield Community Enterprise Development Unit (SCEDU) offers training with a toolkit for organisations that are looking to compete for contracts. SCEDU has been highly successful securing contracts in Sheffield's multi-million pound regeneration. For more details contact SCEDU on 0114 281 4168 or email sdt@scedu.org.uk
<http://www.scedu.org.uk/>
- **The Compact**
is the agreement between government and the voluntary and community sector in England to improve their relationship for mutual advantage. By building better relationships the Compact can help government and the voluntary and community sector work better together for the communities they serve. Use the Compact website to find out how the Compact can help you.
<http://www.thecompact.org.uk/>
- **Public Spending for Public Benefit**
A New Economics Foundation booklet that explores how the public sector can use its purchasing power to deliver local economic development.
http://www.neweconomics.org/gen/z_sys_PublicationDetail.aspx?PID=210
- **More For Your Money: guides to procuring from Social Enterprise**
The Social Enterprise Coalition has produced two guides, one focused on health and one on local authorities. Both offer examples of good practice in contracting with the not for profit sector and are a useful resource for both commissioners and service providers.
 - More For Your Money: guide to procuring from Social Enterprise – Local Authorities
 - More For Your Money: guide to procuring from Social Enterprise – NHS<http://www.socialenterprise.org.uk/>
- **Business Link Yorkshire**
www.businesslinkyorkshire.co.uk covers Yorkshire and Humber and provides local advisers and workshop to support social enterprisers develop into sustainable businesses by generating income through contracts. (see below)

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Funding and Finance:

- **CDFA Finance Directory**

The CDFA is the trade association for Community Development Finance Institutions (CDFIs). CDFIs are sustainable, independent financial institutions that provide capital and support to enable individuals or organisations to develop and create wealth in disadvantaged communities or under-served markets. To search the CDFA directory go to: <http://www.cdfa.org.uk/cmdirec.php>

- **SETAS Listing of Funding Resources**

UK wide list of funding resources for Social Enterprise.
http://www.setas.co.uk/funding_list.asp

- **Loan and Grant Funding to Support Social Enterprise Development**

There are a range of loan and grant/loan combination funds specifically targeted at the social enterprise sector.
<http://www.seyh.org.uk/>

- **Funding Central**

Funding Central, set up by NCVO and J4B, is a free smart website for all third sector organisations, including community groups and social enterprises, providing access to thousands of grants and loan finance opportunities. The website also has a wealth of tools and resources to help organisations develop sustainable income strategies appropriate to their needs. You will need to register your details.
<http://www.fundingcentral.org.uk>

- **FunderFinder**

Signposts to grant funding and offers free software for budgeting and planning.
<http://www.funderfinder.org.uk/groupsupport.php>

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Funding and Finance (continued):

- **Key Fund Yorkshire** offers an innovative mix of flexible grant/loan packages and equity investment for social entrepreneurs, voluntary and community organisations and existing social enterprises of:

Up to £10,000 for the early stage development of community and social enterprises

£10,000 to £30,000 for the on-going development and growth of social enterprises

Up to £100,000 for social enterprises with an established track record.

The Key Fund itself is a social enterprise and so understands the difficulties that organisations can face. By providing development finance, the Key Fund is continuing in its mission to break down these barriers; enabling people and communities to reach their full potential.

For more information Tel: 0845 140 1400, Email: info@keyfundyorks.org.uk or visit our website <http://www.keyfundyorks.org.uk>

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Monitoring, Evaluation and Quality Systems:

- **The New Economics Foundation website**
Signposts to resources that support social accounting and auditing as a way of measuring and reporting on an organisation's social and ethical performance.
http://www.neweconomics.org/gen/newways_socialaudit.aspx
- **The Social Audit Network website**
A host of resources including an explanation of social audit, sample social accounts and toolkits, resources and events to help organisations to adopt social auditing. <http://www.socialauditnetwork.org.uk>
- **PQASSO & Charities Evaluation Services**
PQASSO is a quality assurance system that has been designed specifically for small and medium voluntary sector organisations. Designed as a work pack it is simple and straightforward to use, offering a flexible and staged approach to implementing quality.
<http://www.ces-vol.org.uk/>
- **Customer First**
Quality assurance framework for providers and deliverers of publicly funded business support services.
<http://www.customerfirst.org/>



Support Agencies and Networks:

- **fit4funding - The Charities Information Bureau**
Provides information and training and support for funding advisers and funding advice agencies throughout England and Wales. fit4funding provides the latest news of funding opportunities with a monthly e-mail newsletter, through the fit4funding website (<http://www.fit4funding.org.uk>), and through a range of accredited and non-accredited training courses.
- **West Yorkshire Community Accounting Service**
WYCAS is a small charitable company operating mainly though not exclusively in West Yorkshire. Its overall aim is to develop the ability of voluntary and community sector organisations with charitable aims to manage their money more efficiently and effectively, enabling those organisations to better attain the objectives that they were set up to achieve. <http://www.wycas.org.uk/>
- **Social Enterprise Support Centre (West Yorkshire)**
Provides support and consultancy to the VCS and Social Enterprise sectors across West Yorkshire. Phone: 01924 241330. <http://www.sesc.info/>

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Support Agencies and Networks: (Continued)

- **The Development Trusts Association** The aim of the DTA is a successful development trust in every community that wants one. There are over 50 development trusts in Yorkshire and the Humber, and over 300 across the UK as a whole, all community owned and led. They cultivate enterprise and build assets. They secure community prosperity - creating wealth in communities and keeping it there.
<http://www.dtayandhonline.org.uk/>
- **Social Firm Network: IMBY** IMBY's mission is to develop Social Firms in Yorkshire and the Humber. A Social Firm is a business set up specifically to create employment for disabled people. Over the next ten years, Social Firms will generate significant levels of economic activity and create individual and corporate wealth. They will provide high quality services to local people and to those visiting our regions.
<http://www.imby.org.uk/>
- **Yorkshire and Humber School for Social Entrepreneurs** - a new organisation which aims to identify, promote and encourage entrepreneurial capacity amongst people, for social benefit. Practical learning programmes will be provided for new and budding social entrepreneurs who have an idea or have already started a project or enterprise which will benefit your community. Applicants require no minimum qualifications and will be offered tailored training and support. To apply contact: Amalia Booker, Development Manager, SSE Y&H, Shine, Harehills Road, Leeds LS8 5HS, e-mail yorkshire@sse.org.uk or phone 0113 388 0139. <http://www.sse.org.uk> (click on Yorkshire).
- **Community Alliance** - is a partnership of bassac (British Association of Settlements and Social Action Centres), Community Matters and the Development Trust Association, who are developing a network of multi-purpose, inclusive community led organisations (sometimes called community anchors). Community Anchors: provide a place for community activities to take place; provide and run local services; stimulate community investment and enterprise; generate independent sources of income. The Community Alliance is a lead partner in delivering the governments new 70 million pound fund (Community Builders) to support Community Anchors. Members of the alliance will have access to a wider community membership and services targeted at achieving sustainability. www.comm-alliance.org/

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Support Agencies and Networks: (Continued)

- **Arts Council England** Arts Council England, Yorkshire is the region's development agency for the arts, promoting the value of the arts and distributing money from government and lottery. Many artists and arts organisations are part of our regional voluntary and community sector, or work closely with the sector to deliver arts activities in the community. The activities we support include those which aim to help regenerate communities, champion cultural diversity and to enable children and young people to experience a variety of arts activities. Arts Council England's funding programme for individuals and organisations is Grants for the Arts. <http://www.artscouncil.org.uk/>
- **Community Builders**: a government 70 million pound investment fund to help build more cohesive, empowered and active communities. It will support organisations at the heart of your community with finance, training and resources. Community led organisations (often called Community Anchors) who provide holistic support within the local community eg: places where community activities take place; places which provide or run local services; places which stimulate community investment and enterprise and generate independent sources of income, can apply for funding for development (grants, one to one mentoring and business support), feasibility (grants and business support) and investment (loans, grants and business support). The programme is a joint program is partnership between ACF, Futurebuilders and the Community Alliance. There is an enquiry line open 10.00 - 4.00 Monday to Friday: 0191 2692278 or e-mail info@communitybuildersfund.org.uk

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Support Agencies and Networks: (Continued)

- **Business Link Yorkshire** www.businesslinkyorkshire.co.uk has business advisers in each district of Yorkshire and the Humber who can give support to start up or develop your social enterprise into a sustainable business by generating income through trading or contracting and delivering social impact. It also runs a social enterprise workshop programme, a mentoring scheme and Business Development Vouchers covering the cost of specialist expertise. Check out the website or contact the Customer Information Call Centre on 08456048048

Business Link Social Enterprise Advisers by area

Leeds - Louanne Roberts Mobile 07764 158224

Email l.roberts@businesslinkyorkshire.co.uk

Bradford - Linda Widdop Mobile 07734 983791

Email l.widdop@businesslinkyorkshire.co.uk

Wakefield and Kirklees - Rupert Shires Mobile 07740 835789

Email r.shires@businesslinkyorkshire.co.uk

Harrogate and Craven - David Morrisey Mobile

Email d.morrisey@businesslinkyorkshire.co.uk

York - David Hassall Mobile 07500 082974

Email d.hassall@businesslinkyorkshire.co.uk

North of Humber - Paul Steele Mobile 07500 082564

Email p.steele@businesslinkyorkshire.co.uk

Scarborough, Whitby and Ryedale - Tim Damer Mobile 07500 082575

Email t.damer@businesslinkyorkshire.co.uk

Barnsley and Rotherham - Constance Thorpe Mobile 07500 082565

Email c.thorpe@businesslinkyorkshire.co.uk

Doncaster and N & NE Lincolnshire - Paul Nevin Mobile 07500 082576

Email p.nevin@businesslinkyorkshire.co.uk

Sheffield - Susan Cornwell-Ball Mobile 07500 082577

Email s.cornwell-ball@businesslinkyorkshire.co.uk

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Sources of Funding and Loans:

Name	Target Clients	Products	Operation
Charity Bank www.charitybank.org	SE & Charity	Loans, stand-by facilities and guarantees	National
Charity Bank- Investment Readiness Programme www.charitybank.org	Community groups and social enterprises	Free workshops and 1 to 1 support on sustainability issues	Pilot project Yorkshire and Humber only
Co-operative Bank www.co-operativebank.co.uk	Mainstream SE & Charity	Loans, Current A/C, Deposit A/C & Bank Services	National
Triodos Bank www.triodos.co.uk	SE, Charity and ethical businesses	Loans, Current A/C, Deposit A/C & Bank Services	National
Unity Trust www.unity.uk.com	Trade Union, SE, Charity, Voluntary, Credit Union	Current/ Deposit A/C, Loans, Bank Services	National
Adv www.	Cc Or	Lc Cc Fl	N:
Co-operative & Community Finance www.icof.co.uk	SE, Charity & Ethical Businesses	Multi-purpose loans	National
Local Investment Fund www.lif.org.uk	SE & Community Organisations	Loans	National
Futurebuilders www.futurebuilders-england.org.uk	Community / voluntary organisations	Loans, investments & grants	National
Venturesome www.cafonline.org/venturesome	SE & Charities	Loans, underwriting equity	Yorkshire & Humber
Partnership Investment Finance www.partnershipif.co.uk	Commercial SME's & SE	Mezzanine Finance & Equity	Yorkshire & Humber
Yorkshire Keyfund www.keyfundyorks.org.uk	SE, Community & Voluntary Organisations	Loans, Mezzanine Finance & Equity	Sub-Regional South Yorkshire
South Yorkshire Investment Fund www.syif.co.uk	Commercial SME's & SE	Loans & Equity Packages	Sub-Regional West Yorkshire
West Yorkshire Enterprise Agency www.wyea.co.uk	Commercial SME's & SE	Loans Sub-Regional	Yorkshire & Humber
Business Link Yorkshire www.businesslinkyorkshire.co.uk	Commercial SME's & SE	Loans & Grants	Bradford

Data compiled by New Economics Foundation www.neweconomics.org

Abbreviations; SE = Social Enterprise. SME's = Small to Medium-sized Enterprises
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