



Supporting local groups to access the Local Sustainability Fund A Review

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Introduction

This report outlines Macc's response to the Cabinet Office's Local Sustainability Fund (LSF) and its subsequent efforts to support Manchester based groups engaged in the application process. Macc's overall aim was to increase these groups chances of being successful and therefore being awarded much needed funding.

This report attempts to highlight the approach adopted by Macc, its partners and the applicant organisations. The report also aims to provide insight which may assist not only Macc to deal with similar funding programmes in the future but also to hopefully influence funders such as the Big Lottery Fund so that their future plans take into account some of the learning.

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1. The Local Sustainability Fund

In June 2015 the Minister for Civil Society, Rob Wilson announced the launch of the Cabinet Office's Local Sustainability Fund (LSF). The LSF aimed to support the sustainability of 'high-impact' voluntary, community and social enterprise (VCSE) organisations.

The LSF provided £20 million of government funding. It was available to "medium-sized" VCSE organisations (defined as those with an income of between £100,000 and £1.5 million a year) which provide vital services to vulnerable and disadvantaged people. Managed by the Big Lottery Fund (BLF), it aimed to make grants of between £20,000 and £100,000 to organisations that provide services to vulnerable and disadvantaged people.

The fund aimed to provide grants to around 250 VCSE organisations to enable them to implement organisational changes and access professional advice. Guidance stated that the average grant size was expected to be £70,000 and that successful organisations would receive their first grant payment in March 2016.

Rob Wilson, Minister for Civil Society said in a speech that "The key principles behind the fund are simple: put smaller voluntary organisations in a position to change by allowing them to find the time, support and critical challenge, to start to make the necessary changes to deliver a sustainable service to their users." The long-awaited fund was originally announced 15 months earlier by Nick Hurd, then the Minister for Civil Society, in an interview with Third Sector magazine in March 2014. Nick Hurd said he expected it to have a value of £40m.

The first stage of the LSF programme required organisations to enter their details into an organisational diagnostic tool and an LSF eligibility checker. The tool was designed to enable organisations to understand their strengths and weaknesses better and every organisation that completed it was presented with a sustainability report.

The first phase of the application process closed on 26th July 2015 and over 1,000 organisations submitted their diagnostic reports to the Big Lottery Fund for assessment.

In September 2015 397 of these groups were informed that they had been shortlisted and had been invited to submit to make a more detailed application (and project plan) at the second stage of the application process.

Advisers

The shortlisted groups were instructed to identify an advisor who would work with them on preparing their organisation Change Plan and funding application. The submission deadline was 28th October 2015.

'If you are invited to apply for funding, we don't expect you to do this by yourself. You will need to work with an advisor, someone with the experience and expertise to advise and help you evaluate, plan, and deliver the change that is best for your organisation.'

'The advisor could be someone you have worked with before, a consultant, or someone from a similar organisation – but you must be able to explain how and why you chose them, and how they will be able to help you. You will also need to be sure you can develop an effective working relationship with them; and that they have relevant knowledge and experience.'

'Initially your advisor will be involved if you are invited to submit a full application. They will help diagnose the changes you want to make, work with you to produce a business change plan, and help you write your application. If you are successful, and we offer you funding, the advisor should help you deliver the changes to your organisation. Paying the advisor is likely to be one of your key project delivery costs, although

please note that we are not making funding available to pay the advisor to help develop your application and business change plan.'

The Big Lottery Fund guidance stated that:

'The organisations that are offered funding will be those with a strong track record of delivering services and empowering their beneficiaries, organisations who are experiencing some current challenges, and who with targeted support can have a strong long term future.'

'We will choose organisations that represent a range of beneficiaries, areas of work, locations and challenges to help them with their transformation work.'

Local Business Partners

The LSF guidance stated that groups that were invited to make an application for funding also work with a local business *'as this can be of great benefit to both parties'*. Fund applicants were requested to identify a business or businesses that could offer advice on their plans for change. The LSF guidance also asked applicants to include in their Change Plans information on how they planned to develop volunteering opportunities with local businesses. These opportunities would form part of a plan for achieving sustainability over the medium to long-term.

The LSF guidance stated *'We are aware that charities and social enterprises partnering with local businesses can be of great benefit to both parties. As such, we are keen that any organisation invited to make an application for funding from the LSF also work with a local business. We would expect applicants to be able to identify a business or businesses that could offer advice on their plans for change. We would also expect applicants to include in the steps of their change plans information on how they plan to develop volunteering opportunities with local businesses. These opportunities would form part of a plan for achieving sustainability over the medium to long-term.'*

The LSF application form asked applicants to provide details about their local business partner(s) including:
What are their skills and track record?
What are the strengths of the relationship?
How will you work with them to gain advice on your change plan and develop volunteering opportunities?

2. Macc's role in the process

Following the launch of the LSF Macc actively promoted the funding programme to local groups via its website, social media channels, email (incl. e-bulletin) and directly through its staff teams and network meetings and events.

In September 2015 the Big Lottery Fund published a list of the 397 shortlisted organisations who had been invited to submit a more detailed application at the second stage of the application process. Macc studied the published list and identified 17 city of Manchester based groups, the majority of which Macc already had connections with and/or had previously provided support services to. Macc attempted to contact these groups and offer its services and support if required. Some of the groups declined Macc's offer and others stated that they would welcome assistance.

Macc took the decision to offer support to these groups in the interest of trying to maximise the chances of as many groups operating within the city of Manchester being successful with their second stage LSF applications.

Macc was concerned about the tight submission deadline and the ability of the groups involved to meet the following two submission requirements:

- 1) Appoint an adviser *'with the experience and expertise to advise and help you evaluate, plan, and deliver the change that is best for your organisation'*.
- 2) Identify a suitable local business or businesses which was willing to partner with them and *'could offer advice on their plans for change'*.

Appointing advisers

The Big Lottery Fund's (BLF) guidance stated *'If you do not know of a suitable advisor to provide support and advice, we may be able to offer you some advice on how to find one.'*

Macc felt that it was very well placed and equipped to be able to match local groups with local advisers. Macc has extensive experience of working with, and referring and using a wide range of advisers (usually on a consultancy basis) who have the relevant skills and expertise, who understand the local environment in which local groups operate and have a track record of delivering high quality services and support.

Macc quickly recognised that the Big Lottery Fund's inability to provide funding for the recruitment and engagement of advisers was a significant barrier for a number of groups. The BLF guidance stated *'please note that we are not making funding available to pay the advisor to help develop your application and business change plan.'* This meant the process expected applicants to bear considerable risk in developing their second stage applications: as well as the direct opportunity costs of preparing their own bids (i.e. their own time in preparing bids) there were two additional dilemmas for shortlisted applicants

- a) They were unwilling or unable to invest the money necessary to be able to buy-in an adviser
- b) The advisers they contacted were unwilling or unable to undertake the required work for no payment

In the current environment, many organisations are finding it increasingly difficult to bear risk: year-on-year funding reductions and increased pressures on delivery have reduced capacity in organisations and reserves, which were never particularly healthy in this sector, had decreased substantially.

To mitigate this risk, Macc therefore contacted a small team of trusted advisers (consultants) and negotiated a reduced daily rate (£150 per day) which was approximately half their normal day rate. Macc also agreed to cover the advisers' costs where groups requested assistance and had stated they would have difficulty covering these.

4 groups requested Macc's assistance in relation to finding a suitable adviser. In total 10 days of adviser support was commissioned and paid for by Macc at a total cost of £1500.

Facilitating Business Engagement

Realising that many of the groups would find the task of identifying a suitable and willing local business to partner with very difficult Macc identified ways in which we could assist them.

Macc made contact with a local organisation, Resonate CIC, which had recently launched a new project to provide a platform for linking businesses with VCSE organisations. "Resonate Connect" was essentially the pro bono division of Resonate CIC, a recruitment social enterprise. Macc and Resonate Connect agreed to work in partnership on an approach which would help to match groups who requested assistance with suitable, local businesses.

Macc and Resonate Connect developed a form which was sent to any groups who requested assistance. The 'Business Engagement – Support Request Form' (*see Appendix 1, page 14) asked groups to provide a range of information about the group, their activities and their specific requirements and needs. This information was then used by Resonate Connect to 'pitch' to local businesses.

Resonate Connect also agreed to be named on groups applications as a business partner if this was requested.

4 of the groups completed the form and were provided with assistance by Resonate Connect to find a suitable business to engage with.

Providing advice and guidance (including review of applications)

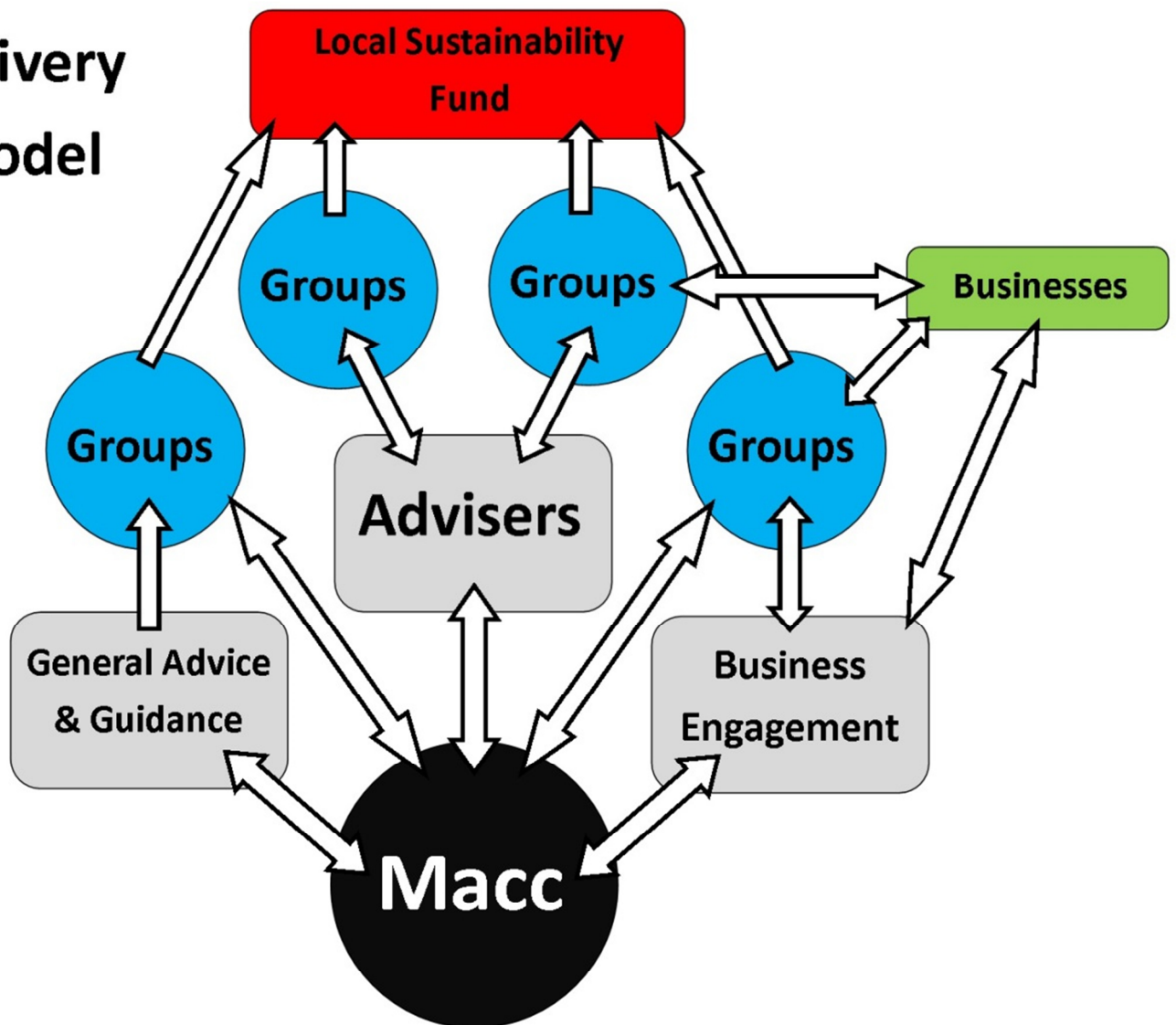
When requested, Macc staff also provided advice and support to both the groups engaged in the LSF application process and their advisers. On a number of occasions Macc contacted the Big Lottery Fund to seek clarification about elements of the application process on behalf of the groups. This information was then shared with the other groups and advisers to increase their knowledge.

For example - A number of the groups/advisers requested advice from Macc in relation to the Big Lottery Fund's requirement for information relating to whether the funding they were applying for '*could be subject to State Aid rules*'. Macc investigated this issue and concluded that the State Aid rules did not relate to the groups as their services were not tradable across member states. Macc therefore relayed this information to the groups and their advisers and recommended how they should respond to this question when completing their application forms.

Macc also offered to review the group's application forms prior to them being submitted to the BLF. This was requested by three of the groups and therefore a member of Macc staff read their applications and made recommendations on how these could potentially be improved or strengthened. Macc made no charge to the groups for this service as this would have increased the financial risk groups were required to bear in order to submit an application.

How Macc provided support to the Manchester groups involved in the LSF application process
The following diagram outlines the approach adopted by Macc.

Delivery Model



3. Evaluating the service and support provided by Macc

A 'Local Sustainability Fund – Support Satisfaction Survey' (*see Appendix 2, page 17) was developed and sent to the groups supported by Macc. The survey was designed to evaluate the advice and support services provided to the 7 groups who requested and received assistance from Macc. The 7 groups who completed the survey were: The Booth Centre, Greater Manchester Immigration Aid Unit, 42nd Street, Home-Start Greater Manchester, Venture Arts Limited, Tree of life Centre Wythenshawe and All FM Limited.

The results

All 7 groups rated the support received from Macc as either 'excellent' or 'good', with 4 out of 5 rating it as 'excellent'. When asked what the group found most helpful in relation to the support received from Macc responses included:

'The offer of support came through just at the right time and explained the support offer clearly.'

'Really good knowledge and expertise.'

'Connections and knowledge in helping us to apply.'

'Having someone to advise and review our application before sending.'

'Resonate Connect.'

'The immediate connection to a business partner.'

'Someone to talk to and help to find the adviser.'

'Contact with the person who assisted us and his skills and knowledge.'

'The contact with the person who assisted us (the adviser) and his skills and knowledge.'

'Matching us with a consultant and paying for this. As the timescale was so short and we didn't have the capacity to submit the application, we really appreciate this. We would have struggled without the support and couldn't have done this without the support.'

'We really value the support and if we hadn't had the support we are not as confident that the application would have been successful.'

Macc paired 4 of the 7 groups with an advisor. The remaining groups stated that they already had an advisor to work with. Of the 4 groups paired with an advisor, 3 rated the support received as 'excellent' and 1 rated the support received as 'good'.

4 of 7 groups requested and received support from Resonate Connect to help them to secure a business partner. 2 of the groups rated this support as 'excellent', 1 rated it as 'good' and 1 rated it as 'adequate'. All 7 groups stated that Macc's support had met their expectations, that they would contact Macc again and recommend Macc to others in the future.

When asked about the organisations experience of the process of applying to the Local Sustainability Fund responses included:

'The process was straight forward.'

'The process wasn't as time consuming as Awards for All. It was relatively straight forward to apply. The time making the decision took a bit too long.'

'It was a very thorough process that helped us to identify the issues that are a priority for us to address. If we do not receive the funding the plans put forward will still need to be addressed and whilst we struggle to deliver them at a pace we would require and that the funding would enable they will still be the core of our new sustainable 5 year Business Plan.'

'We applied as a collective group of schemes, only able to complete the diagnostic assessment based on the cumulative information/activity and not our activity of a collective. Therefore, the outcomes of the diagnostic assessment did not truly reflect the current needs of the group.'

Manchester LSF Applicants

The following table highlights all the Manchester groups involved in the LSF fund application process, the successful and unsuccessful groups and the support provided by Macc.

Groups supported by Macc				
Group Name	Advisor support provided & costs covered Y/N (Rated support)	Business Engagement support provided Y/N (Rated support)	Additional support provided Y/N (Rated support)	LSF Funding award
42nd Street	N	Y (Good)	Y (Good)	£85,630
The Booth Centre	Y (Excellent)	N	Y (Excellent)	£40,778
The Tree of Life Centre Wythenshawe	Y (Good)	Y (Adequate)	Y (Excellent)	£36,834
Venture Arts Limited	N	N	Y (Excellent)	£73,480
All FM Limited	Y (Excellent)	Y (Excellent)	Y (Excellent)	£69,593
Greater Manchester Immigration Aid Unit	Y (Excellent)	N	Y (Excellent)	£67,270
Home-Start Greater Manchester	N	Y (Excellent)	Y (Excellent)	£67,174
			Total awarded	£440,759

Groups not supported by Macc (and successful)				
Gaydio				£72,595
Manchester Settlement				£69,200
Relate GMS				£93,140
GMYN				£77,983
Manchester Deaf Centre				£52,183
			Total awarded	£365,101

Groups not supported by Macc (and unsuccessful)				
FC United				
MERCi				
Young People's Support Foundation				
Wesley Community Furniture				
Broken Arrow				

Local Sustainability Success rates

The table below highlights the respective success rates for groups invited to apply for LSF funding.

	No. of LSF applicants	No. of successful LSF applicants	Applicant success rate
National applications	397	265	67%
Manchester applications supported and unsupported by Macc	17	12	71%
Manchester applications unsupported by Macc	10	5	50%
Manchester applications supported by Macc	7	7	100%

4. What Macc intends to do next

Macc is arranging and facilitating an initial information sharing and networking meeting for the Chief Executives (or equivalent) of the 12 successful Manchester groups who have been awarded LSF funding. The meeting will take place on 5th May 2016 and will provide an opportunity for senior staff to share their knowledge and experience, address individual and shared problems and explore opportunities to share resources and work in partnership in the future.

The Manchester groups who have been invited include: 42nd Street; All FM Limited; The Booth Centre; Gaydio; GMYN; Home-Start Greater Manchester; Greater Manchester Immigration Aid Unit; Manchester Deaf Centre; Manchester Settlement; Relate GMS; The Tree of Life Centre Wythenshawe; Venture Arts Limited.

As a result of being awarded LSF funding it is clear that all 12 groups have a great deal in common:

- They are medium-sized VCSE organisations (income of £100,000 to £1.5 million a year)
- They provide vital services to vulnerable and disadvantaged people
- They have been able to identify and evidence areas which require improvement and have been able to outline how these can be addressed
- They are ready and willing 'to make the necessary changes to deliver a sustainable service to their users' and are open to 'critical challenge'
- They have the funding to be able to undertake this work

It is hoped that if successful, this meeting will lead to the further events and will provide the groups with a platform from which they can work together, share knowledge and resources and maximise the impact of the LSF investment in the city of Manchester.

5. Conclusions and Recommendations

Macc recognises the importance of the Local Sustainability Fund and is fully supportive of its overall aim of providing VCSE groups with funding that will enable them to implement organisational changes and access the professional advice that will enable this to happen.

In the city of Manchester the total LSF investment of £805,860 will help the 12 successful groups to make significant improvements to their efficiency, effectiveness and sustainability. Macc will continue to offer its services and support to these groups and assist them in any way it can.

It is interesting to note that all 7 (100% success rate) of the Manchester groups supported by Macc were successful in relation to their LSF applications. Of the 10 additional Manchester groups who were not supported by Macc only 5 were successful (50% success rate). Overall the national success rate for groups applying for LSF funding was 67%.

It is also clear from the results of the 'Local Sustainability Fund – Support Satisfaction Survey' (*see Appendix 2, page 17) that all of the 7 groups who were provided with support from Macc indicated that they had benefited considerably from the assistance they had received.

- All 7 groups rated the support received from Macc as 'excellent' or 'good', with 4 out of 5 rating it as 'excellent'
- Of the 4 groups paired with an advisor, 3 rated the support received as 'excellent' and 1 rated the support received as 'good'
- Of the 4 groups supported by Resonate Connect to help them to secure a business partner, 2 rated this support as 'excellent', 1 rated it as 'good' and 1 rated it as 'adequate'
- All 7 groups stated that Macc's support had met their expectations, that they would contact Macc again and recommend Macc to others in the future.

A number of the groups indicated that the support they had received had made a real difference to their ability to submit a strong application for LSF funding. Key comments included:
'Matching us with a consultant and paying for this. As the timescale was so short and we didn't have the capacity to submit the application, we really appreciate this. We would have struggled without the support and couldn't have done this without the support.'
'We really value the support and if we hadn't had the support we are not as confident that the application would have been successful.'

Recommendations for the Big Lottery Fund and other funders

The approach to support and service provision that Macc adopted identified a number of issues that were common to almost all of the groups we supported.

If in future the Big Lottery Fund and/or other funders intend to follow a similar model in relation to the assessment and allocation of funding Macc recommends that they take into consideration the following points. We believe that this learning could help to improve the way that future funding stream promotion, assessment and allocation will operate at a local level.

1. **Timescale** – The LSF timescale was very tight in relation to the second stage of the LSF application process and especially given the requirement for groups to identify and appoint an adviser, attract a local business or businesses and to complete and submit a Change Plan and application form.
2. **Advisers** – The LSF programme requirement to appoint a suitably skilled and available adviser who was able and willing to undertake the work for no payment proved to be a barrier for some groups. Some groups had little experience of undertaking this type of organisational development work and were

unsure of which advisers had the necessary skills and experience. Some of the advisers used by Manchester groups were national organisations such as Locality. Macc however chose to use local advisers/consultants as we believe that their knowledge of the local environment in which the groups operate and their understanding of local politics, local opportunities, local competition and potential partners was extremely beneficial.

3. **Business Engagement** – The LSF programme request for groups to try and partner with a local business was also a barrier for a number of groups. Many groups had little or no experience of connecting with businesses. This is an issue we identified in our State of the Sector research in 2013: the relationship between the business and VCSE sectors is generally underdeveloped in Manchester (and even more so in neighbouring boroughs). Macc’s own experience from seeking to change this over the last few years has shown that forming productive relationships with businesses takes considerable time and up-front commitment and quite simply does not happen overnight. The ability to utilise the specific expertise, connections and brokerage skills of a specialist, local organisation such as Resonate Connect cannot be underestimated. It should however be noted that Resonate Connect is no longer in operation as the parent company Resonate CIC went into liquidation at the end of 2015.¹

4. **Local support networks and infrastructure** – We (Macc) believe that we played an important role in removing potential barriers for groups applying to the LSF and also in helping to strengthen their overall submissions and increasing their chances of success. Local infrastructure organisations like Macc are ideally placed to be able to react to the requirements of funding programmes such as the LSF. They can:
 - Provide access to an extensive network of potential applicants e.g. Macc promoted the LSF programme via its website (www.manchestercommunitycentral.org.uk) and e-bulletin (sent to 3949 recipients)
 - Provide an advice and information service to filter enquiries and liaise between funders and applicant groups
 - Co-ordinate effective, high quality, local supply chains e.g. the advisers
 - Negotiate reduced rates of pay e.g. adviser’s daily rates
 - Formulate beneficial and productive partnerships with other support organisations e.g. Resonate Connect
 - Provide an application checking service to improve the quality of submissions
 - Provide an independent mechanism to bring groups together to: facilitate skills and expertise sharing; identify and address potential areas of duplication; co-ordinate partnership working; explore ways to maximise resource allocation and financial investment etc.

Macc also invested considerable amount of time and funding in supporting Manchester groups engaged in the LSF programme. Macc’s staff were involved in various tasks and activities relating to the LSF application process. Examples of tasks and activities covered included:

- producing and distributing articles about LSF via Macc’s website, e-bulletin and social media channels
- developing relationship with Resonate Connect, agreeing a programme plan and distributing materials
- developing relationship with advisers, agreeing a programme plan and connecting groups with advisers
- processing payments for advisers and monitoring progress and quality
- reviewing/checking LSF applications prior to submission

Macc also invested money in the form of paying for advisers to support 4 of the groups applying to the LSF. A total of £1500 was paid to the advisers for 10 days of support (i.e. £150 per day). As a result of

¹ It is worth noting that Macc has made a range of attempts to contact the Administrator overseeing the liquidation of Resonate CIC to discuss whether the Resonate Connect project could be salvaged. Unfortunately, we have received no response so this facility would appear to have been lost to the local VCSE sector.

the support provided to the 7 groups (time and money) a combined total LSF award of £440,759 has been made to these groups. For Macc, this is something of a mixed blessing: it counts as positive outcome for us in being able to bring in additional resources to support the work of these VCSE organisations but this was achieved at a cost which will not be recouped by us as an organisation. It is unlikely therefore whether we would be able to sustain such a model if it there should be an increase of either frequency or scale of the process.

Macc's view is that some consideration should be given to this issue as part of a review of the LSF process. As our figures show, the contribution made by Macc increased the efficiency of the process by putting higher quality bids into the BLF "pipeline" thus reducing the amount of potentially wasted effort for BLF in processing poor bids. Likewise, by providing a means of managing opportunity costs collectively, Macc's approach reduced the risk for groups which, as the LSF programme inherently recognised, face challenges over their capacity and sustainability.

Appendix 1: Business Engagement - Support Request Form



Working with a local business

The Local Sustainability Fund (LSF) guidance states that voluntary, community and social enterprise (VCSE) groups that are invited to make an application for funding also work with a local business 'as this can be of great benefit to both parties'. Applicants are being asked to identify a business or businesses that could offer advice on their plans for change. The LSF expects all applicants to include in their change plans information on how they plan to develop volunteering opportunities with local businesses. These opportunities will form part of a plan for achieving sustainability over the medium to long-term.

Macc and Resonate Connect are working in partnership with the aim of helping local VCSE groups to identify and link up with suitable local businesses and therefore strengthen their LSF applications. We therefore require interested VCSE groups to complete this form and return it to us by **Thursday, 8th October 2015 (1.00pm)**. Please email the form to joe@resonate-rse.org.

Group Name	
Website	

Contact Name	
Email	
Telephone	
Mobile No.	

Information about the group

1. Brief history of your group (50 words max.):

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2. What do you do? (products and services):

--

3. Who benefits? (key beneficiary groups):

--

4. Where do you operate? (e.g. citywide or specific wards):

--

5. Are there any factors you would wish us to take into account when identifying businesses who might be able to offer skilled volunteers? (e.g. areas of trading which conflict with your ethics policies, concerns about competition, etc.)

6. What are your organisations top three needs in terms of support you may require from a local business? (This may relate to the initial application form submitted to the LSF and/or the 'VCSE Diagnostic' report):

7. First assignment for a local business
Resonate Connect will use the information you provide to attract and hopefully match your organisation with a local business. It is envisaged that some of the support that businesses will commit to will be in the form of pro-bono 'assignments' i.e. staff from the businesses volunteering their skills and knowledge for the benefit of the VCSE group. The business (staff member) and the VCSE will need to meet ASAP to scope out the assignment in more detail and agree the delivery and timescale for the work.

In the box below please provide a brief summary of the first assignment that you would like a business to commit to and that you are ready to undertake. This will relate to one or more of the needs outlined in question 6.

Please state which of the following categories/development areas that best describes the focus of the assignment: Business Development; Finance; HR; Legal; Marketing; Organisational Development; Strategic Development; Technology.

--

Please tick to confirm the following

- € We are happy for this information to be shared with Resonate and to be passed on to businesses for consideration.
- € We will commit to considering offers of skilled volunteering put forward via Resonate.
- € We understand that the relationship with the business relates to skilled volunteering not cash donations.
- € That we are willing to commit to up to 2 further collaborations with businesses via Resonate Connect if this initial project is successful.

Name of person completing form	
Date	

Appendix 2: Local Sustainability Fund - Support Satisfaction Survey

As you are aware the Big Lottery Fund's Local Sustainability Fund aims to help organisations to become stronger, more sustainable, more resilient and to ensure they prosper and continue to support their beneficiaries in future years.

As the Local Sustainability Fund requested applicants to both identify and appoint an 'adviser' and also to identify a 'local business partner' Macc decided to assist Manchester groups like your selves in any way we could.

Our aim was simply to help as many groups as possible and hopefully improve their chances of being awarded funding from the Local Sustainability Fund.

We would like to review the support we provided to you and would really appreciate you taking a few minutes to give us your feedback. All responses will remain anonymous and the results will allow us to shape future support packages that we offer. Please note: your anonymous feedback may be shared with the Big Lottery Fund to help shape the working relationship between Macc and the Big Lottery Fund. Thank you in advance for your co-operation. Macc Capacity Building Team

1. *Name:*

2. *Organisation:*

3. *Please rate the support you received from Macc in relation to the Local Sustainability Fund:*

Poor Adequate Good Excellent

Any Comments:

4. *Who is your adviser?*

Did Macc assist you in relation to appointing an 'adviser'?:

Yes No

If 'Yes' please rate the support you received from your 'adviser' on advising you on your application and 'change plan':

Poor Adequate Good Excellent

Any Comments:

5. *Who is your business partner/s?*

Did Resonate Connect (brokered by Macc) assist you in relation to local business partner/s?:

Yes No

If 'Yes' please rate the business matching support you received:

Poor Adequate Good Excellent

6. *Do you have any other comments?*

Appendix 3: Information about Macc

Macc is the voluntary and community sector (VCSE) support organisation for the city of Manchester. Our purpose is to encourage, support and develop voluntary and community groups and individuals to have a real influence over the places and communities in which they live. Macc has been active in the city of Manchester since 1981. 5091 VCSE groups are currently registered on Macc's database and its monthly email bulletin is sent to 3949 recipients.

We believe:

- Every individual and community has unique skills, talents, knowledge and insights that are important
- Our collective skills, knowledge and lived experience uniquely equip us to do the work we do

Our core values:

- Being Supportive - providing mutual support and encouraging one another
- Being Cooperative - facilitating positive change in society by working with people
- Being Influential - harnessing people's skills and building their confidence to shape and inform policy and practice

Macc manages **Manchester Community Central** - www.manchestercommunitycentral.org – a web portal for finding support services, information and everything you need to know about the voluntary and community sector in Manchester.

Macc manages **Volunteer Centre Manchester** - www.volunteercentremanchester.co.uk – providing information, support and training for Manchester residents who want to volunteer and Manchester based organisations who want to recruit volunteers or need advice on how to support the development of volunteering in their organisation.

Macc manages **Manchester Community Central Funding Portal** - www.open4community.info/Manchester – a funding search engine which provides groups with access to comprehensive database of potential funding sources including local and central government, Lottery and trust funding.

Volunteer Centre Manchester is the nationally accredited centre for volunteering in the city of Manchester. The centre is a dedicated team within Macc which delivers all the core functions of a volunteer centre as defined by Volunteering England (now part of NCVO). The Volunteer Centre team comprises a Manager, four dedicated Development Workers and administration support for managing our database of organisations and volunteers. The team is also supported by Macc's Training Co-ordinator in relation to the development and delivery of training events and workshops. Between January 2015 and December 2015 4365 Manchester residents registered with Volunteer Centre Manchester, 177 Volunteer Induction events were held and 934 volunteers participated.

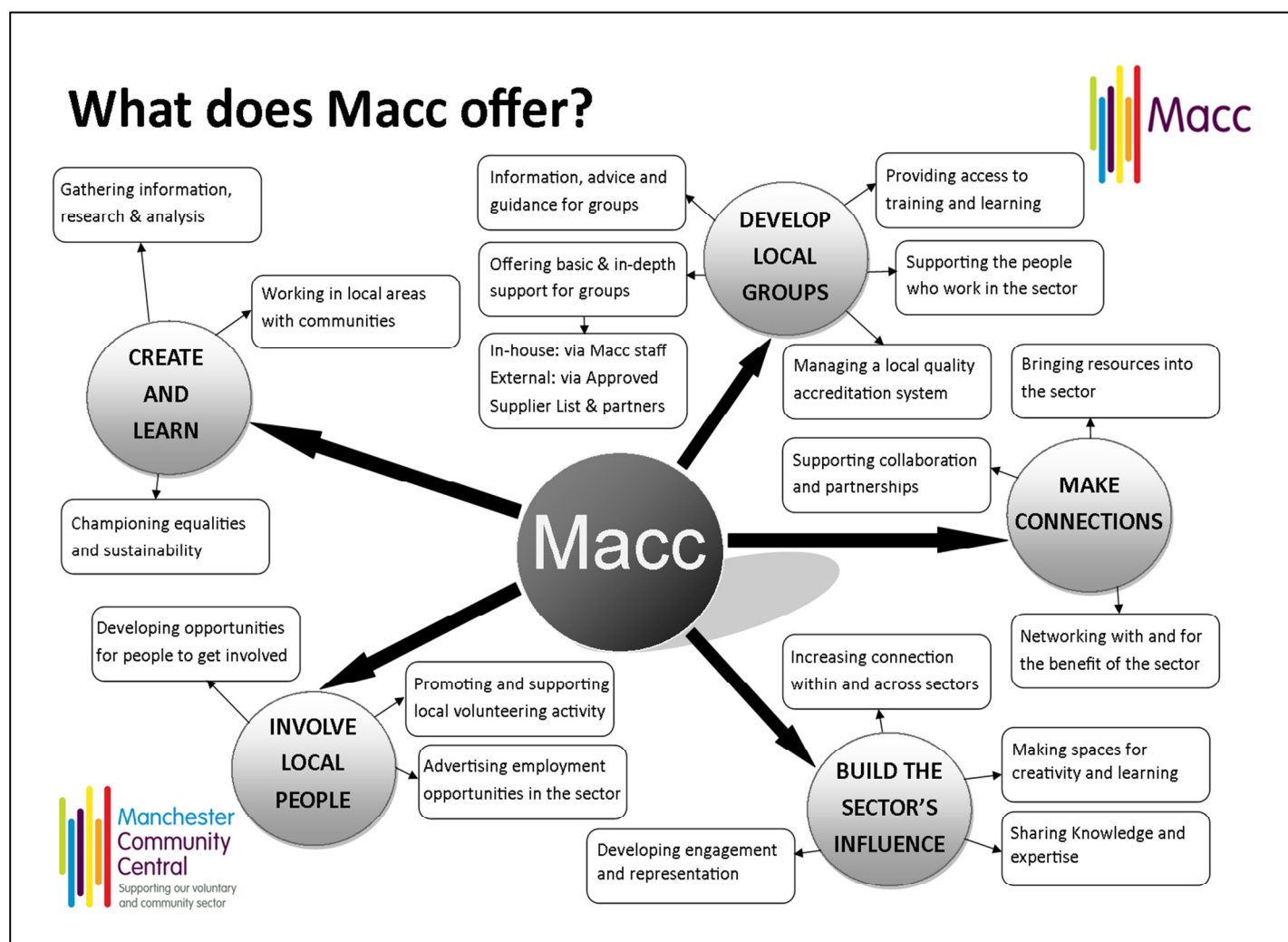
Macc and its staff team have extensive experience of providing VCSE groups with a comprehensive range of capacity building support services and training opportunities on subjects including: financial sustainability; financial management; accountability; governance; legal structures; staff management; volunteer management; safeguarding; service delivery; quality assurance; business planning; partnership working; market and promotion; ICT; monitoring and evaluation. The Capacity Building team comprises of a Manager and two dedicated Development Workers. The team is also supported by Macc's Training Co-ordinator in relation to the development and delivery of training events and workshops. Macc's Capacity Building Team has in excess of 40 years of combined experience of supporting the development of voluntary and community sector groups. Between January 2015 and December 2015 Macc provided over

285 Manchester VCSE groups with capacity building support services (219 basic support/66 in-depth support).

Macc has a proven track record in the management and delivery of training courses and workshops for local VCSE groups. During 2015 Macc enabled 329 learners from 218 Manchester VCSE groups to access training opportunities. Examples of the training courses provided include: Fundraising; Funding Portal; Community Reporters; Co-production; Community development; Effective Marketing Materials; Emergency First Aid at Work; Social Media; Community Asset Transfer; Trustee Development; Committee and Meeting skills; Commissioning and Procurement; Online Safeguarding; Campaigning; Business Planning. During 2015 a further 129 volunteers accessed Macc training opportunities.

Macc has an in-depth understanding of local, regional and national funding regimes and provides information and guidance to VCSE groups in relation to where to find appropriate funding sources and how to make appropriate and successful funding applications. Macc has a proven track record of supporting groups with successful funding applications. During 2015 Macc supported Manchester VCSE groups with successful grant applications totalling in excess of £1.4million. Macc and its staff team also possess a comprehensive knowledge of funding opportunities available to voluntary sector employment and skills organisations.

The following diagram summarises Macc’s offer to the Manchester VCSE sector:



Further Information

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