

GMCVO

# Delivering Change:

testing a new approach to selective investment in local voluntary organisations

August 2014

**Greater Manchester Centre for Voluntary Organisation**

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# **Delivering Change - testing a new approach to selective investment in local voluntary organisations**

**August 2014**

## **About the report**

Greater Manchester Centre for Voluntary Organisation (GMCVO) is the voluntary sector support organisation covering the Greater Manchester city region. We support voluntary action by local people, including voluntary, community and social enterprise. We work in partnership with other support organisations and with the public, private, academic and faith sectors.

This report covers a piece of work carried out with Greater Manchester Probation Trust during 2013/14.

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## Contents

1. Executive Summary .....	4
2. Introduction .....	5
3. Methodology .....	6
3.1 Risk.....	6
3.2 Selection Criteria .....	7
3.3 Selected Projects.....	9
4. Project Costs.....	10
5. Selected Projects - What was achieved? .....	11
Service Plus .....	11
5.1 Home- Start Manchester North.....	11
5.2 Home-Start Oldham, Stockport & Tameside (HOST) .....	12
5.3 Key to the Door.....	13
5.4 Manchester Action on Street Health (MASH) .....	13
5.5 Garden Needs.....	14
5.6 Taylormade Community Fitness.....	15
Scaling Up.....	16
5.7 Adventure Based Learning.....	16
5.8 Community Led Initiatives CIC (CLI) .....	16
5.9 Mothers Against Violence.....	17
5.10 Peshkar Productions .....	18
5.11 Restorative Community Service CIC .....	19
6. Scaling Up – Funding Secured / Funding Applications Awaiting Decision .....	21
7. Conclusion .....	22
8. Recommendations for the next programme .....	24

# 1. Executive Summary

**Delivering Change was a pilot programme to target small levels of investment into selected 'asset rich' local voluntary groups, with a view to effecting a permanent increase in their capacity and sustainability by building on their existing strengths. We believe the pilot shows promising evidence for this approach, which suggests a viable alternative to traditional grants, contracts and voucher systems, and demonstrates how funders could access some of the untapped potential of the local voluntary sector.**

Towards the end of 2012, the Greater Manchester Probation Trust (GMPT) approached GMCVO with a view to developing an investment programme that could build the capability and capacity of the voluntary sector to support ex-offenders by investing in those organisations likely to offer the most added value. The resulting programme, 'Delivering Change', allowed GMCVO to pilot ways of using short-term support to achieve a long-term aim of increasing capacity.

Delivering Change involved a small sample size and was intended to test a concept. Initial results are encouraging; however there is scope for further testing the robustness of the model.

Twelve organisations were selected either as beneficiaries of business support, or as recipients of small-scale grant funding'; another four organisations were selected to provide business support. The selection process was based on an assessment of the sustainability and additional resources brought by the organisation, and its potential to provide support to more people from a defined client group. The investment was in increasing long term capacity.

The project comprised two strands; 'Service Plus' (small scale one-off grant) and 'Scaling Up' (business support, especially to secure new funding). Across both strands we tested the same proposition: if voluntary organisations were supported with small scale tailored investment, this would enable them to build on existing strengths and effectively 'do more with less'; this approach could deliver better value for the funder in terms of outputs and outcomes than a traditional grant-making or procurement process.

The total cost of Delivering Change, including administration, communications and diagnostics, was around £50,000. Through business support tailored to need, brokered by GMCVO, Scaling Up brought in £135,376 additional funding (a further £379,000-worth of funding applications are awaiting a decision). Across both programmes, competence was built around existing assets. The capacity of participating organisations was increased permanently, enabling them to support over 200 additional beneficiaries so far. The potential additional capacity of both small, developing organisations and of larger organisations was harnessed, and resulted in the development of mutually beneficial relationships built on an organisational mentoring approach.

Increased capacity to support offenders and their families into the future was successfully secured. Delivering Change participants emerged as stronger organisations that can respond better to services users with complex needs and are better positioned to take advantage of future opportunities.

Our experience suggests that this approach is worth testing further; we have made some recommendations for refinements we would like to make for the next programme we run.

## **2. Introduction**

Towards the end of 2012, The Greater Manchester Probation Trust (GMPT) approached GMCVO with a view to developing an investment programme that could build the capability and capacity of the voluntary sector to support ex-offenders through investing in local, asset-rich organisations. The resulting programme, 'Delivering Change', allowed GMCVO to pilot ways of using short-term support to achieve a long-term aim of increasing capacity.

The project was divided into two strands; 'Service Plus' and 'Scaling Up'.

### **Service Plus Model**

This element of the programme provided grant funding up to £5,000 for organisations looking to develop their current provision in order to provide tailored support for offenders. Funding was provided to undertake a time-limited pilot of additionality purchasing involving six organisations. The concept of additionality purchasing builds on an asset based approach in recognising that organisations currently provide services to individuals, and that with an injection of additional resources they could tailor those services to meet the needs of a specific target group. The aim was not to fund or spot-purchase the totality of delivery but to contribute to aligning existing delivery in Greater Manchester, providing potential referral options to GMPT and strengthening communities.

### **Scaling Up Model**

This element of the programme provided specialist business support to a range of organisations already experienced in working with offenders to bring in additional investment to support their work and provide additional capacity. Rather than simply providing a voucher or list of providers for the successful applicant to select its own consultancy, GMCVO matched organisations with appropriate sources of support. This time-limited pilot sought to test both the market appetite for and viability of this approach.

Across both programmes we tested the same proposition: if voluntary organisations were provided with small scale tailored investment, this would enable them to build on existing strengths and effectively 'do more with less', and could deliver better value than a procurement process.

This report explores how the programme was developed and delivered, what was achieved and lessons learned. This is within a climate where voluntary organisations are struggling to secure resources and commissioners facing increasingly diminished budgets are looking for maximum possible value for money. The Delivering Change pilot suggests this new option for commissioning is useful, and would enable the scarce resources available to public sector commissioners to secure more value for residents and communities. Although not tested, the approach should be transferable to different service areas.

### 3. Methodology

When developing the programme we found there was recognition that offenders often have a range of needs and a long history of being in crisis, of which their involvement in the criminal justice system is just one element. GMPT knew that stronger communities can play a part in reducing offending, and that there is currently a lack of services that are suitable for offenders outside the specialist provision that offender managers can refer people to. GMCVO was aware that some voluntary organisations may see offenders as being a risk, despite there being many similarities between this group and others with complex needs.

Although there is a multitude of grant opportunities for delivery, there are few funding streams that can support frontline organisations to change and develop their way of working. Delivering Change was designed with this in mind.

Following discussions with GMPT and business support providers, assessment and application criteria and processes were developed by GMCVO. Our experience of delivering previous schemes, such as ESF Community Grants (building the capacity of the voluntary sector to support those furthest from the labour market move closer to employment<sup>1</sup>) meant that we were well placed to deliver. We promoted the opportunity through our own and partner networks.

#### 3.1 Risk

An investment mechanism shouldn't expect 100% success. Even in very productive private sector investment programmes there is an understanding that even businesses with sound business plans and the right backing can struggle in a changing environment.

With any project working with a range of organisations at varying stages of development that need support there is a risk of delivery failure. Without ascribing fault, organisations can struggle to engage with a programme such as this as they try to adapt to a challenging environment with reducing and more volatile income streams whilst seeing demand for their services increase. Even those organisations able to develop good projects might struggle to gain resources and funding due to increased competition within the voluntary sector.

The purpose of creating a portfolio of investment in organisations enabled us to spread risk over a range of projects. At the outset, whilst wanting to minimise negative outcomes, it was expected that some organisations would face difficulties. Ultimately we had two organisations that did not maintain full engagement with the programme. After receiving initial business support Ex-Cell found that other business opportunities, with other client groups, needed to take priority. It is sometimes important for organisations to understand that the effort invested in a project they are designing may be better used elsewhere. Although Taylormade Community Fitness did participate, we were unable to make contact with them towards the end of the Project.

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<sup>1</sup> <http://www.gmcvo.org.uk/towpath-success>

## 3.2 Selection Criteria

In the current climate of significant and often difficult change for the voluntary sector<sup>2</sup>, we know that the 'as is' is not sustainable. This is one of the main principles underpinning public service reform in Greater Manchester and the same is true of the voluntary sector. Communities and organisations will need to think and operate differently, building on their existing resilience, strengths and assets, in order to survive and flourish. GMCVO recognises this within its own strategy. Delivering Change provided us with an opportunity to explore what facets/qualities/attributes are representative of a sustainable, robust, asset-rich organisation. The following criteria were considered when selecting both business support and frontline organisations:

- Diversity and robustness of funding base
- Management and training of volunteers
- Outreach capability especially with those that may be deemed 'hard to reach'
- Strength of relationship of local community / community of interest
- Strong relationships and reputation locally
- Embedded user-led and co-designed ways of working

These criteria were flexible. The selection panel reserved the right to select successful applicants that demonstrated a diverse set of approaches, funding models and best demonstrated the local voluntary and community sector's potential to address future public service delivery challenges. We wanted organisations with the biggest potential to make a difference, rather than those with the greatest ability to articulate their offer or those with skills in bid development. Strong ideas, commitment, a track record in supporting those with complex needs and likelihood of sustainability were key. We weren't willing to invest in failing organisations.

As there was existing work supported by Clinks<sup>3</sup> taking place in Oldham and Tameside that GMPT was keen to build on, a proportion of the frontline and support organisations were based in these boroughs. Two support organisations, CVAT and VAO, were brought in before the frontline application process took place and took part in the assessment panel.

When short listing organisations to invite to interview, the following scoring criteria were applied:

- Proposal (20%)
- Need (20%)
- Innovation / Additionality (40%)
- Will it work? (20%)

We were looking to see strong proposals, but even more importantly, we wanted to see the strong 'additionality' brought to the table by the applicant. We needed to ensure that proposed activity would sufficiently utilise and build upon the strength of existing assets, and that the funding or business support would not simply 'plug a gap' or enable a one-off piece of work without lasting benefit. We were also willing to take a risk on innovative or unusual ways of working – with 'will it work' accounting for 20% of the overall score.

The programme received the following number of applications;

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<sup>2</sup> NAVCA report on impact of cuts on the voluntary sector <http://www.gmcvo.org.uk/navca-report-impact-cuts>

<sup>3</sup> <http://www.clinks.org/>

<b>Scaling Up</b>	<b>Service Plus</b>
Applications – 16	Applications – 19
Interviews – 9	Interviews – 13
Successful – 6	Successful – 6
Panel  GMCVO – John Hannen GMPT – Gavin Emberton Voluntary Action Oldham – Clare Taylor	Panel  GMCVO – John Hannen GMPT – Gavin Emberton Community and Voluntary Action Tameside – Amanda Benson

Following assessment and award processes, GMCVO secured appropriate support for 'Scaling Up'. Support organisations then continued to monitor progress of beneficiary organisations throughout the year. Once the project end date had been reached, funded organisations were asked to submit feedback through a survey; this information forms much of the later content of this report.

### **3.3 Selected Projects**

There were three 'groups' of organisations that were beneficiaries of this programme.

#### ***Service Plus – frontline providers***

These organisations received a cash grant, either £2,500 or £5,000, in order to tailor their existing services to meet the needs of offenders and/or their families and effectively create a new offer for them. They were:

- Home-Start North Manchester
- Home-Start Tameside & Oldham
- Key to the Door
- Manchester Action on Street Health (MASH)
- Salford Mind (Garden Needs project, which as of late 2013 became a Community Interest Company)
- Taylormade Community Fitness

#### ***Scaling Up – frontline organisations***

These organisations received specialised business support through a partner organisation or consultant. They were provided with bid-writing and other support in order to improve and scale-up their work supporting offenders. Benefits included additional funding brought in through this support, strengthened governance and improved business planning skills. These organisations were:

- Adventure Based Learning
- Community Led Initiatives
- Ex-Cell Solutions
- Mothers Against Violence
- Peshkar Productions
- Restorative Community Service

#### ***Scaling Up – business support providers***

The organisations were selected by GMCVO, using the same asset-based approach, to provide business support for frontline groups. These organisations each provided 10 days of business support to one or two successful applicants. The business support providers were:

- Clare McGregor (independent consultant)
- Community and Voluntary Action Tameside
- Threshold Housing Project
- Voluntary Action Oldham

## 4. Project Costs

Below is a breakdown of awards provided to participating organisations. The investment by GMPT included the cost of developing the programme itself; now that GMCVO has developed the programme, the overheads of any future programmes would reduce. Depending on the scale of the programme, we would estimate management costs of 10-15%.

### Service Plus

Organisation	Grant Amount £
Home-Start Manchester North	5,000
Home-Start Tameside & Oldham	5,000
Key to The Door	2,500
Manchester Action on Street Health	5,000
Mind in Salford (Garden Needs Project)	5,000
Taylormade Community Fitness	2,500
<b>TOTAL:</b>	<b>£25,000</b>

### Scaling Up

Each organisation received support from a nominated provider to the value of £2,500; in addition they were able to add value to this by linking them to other activities or networks.

Business support provider	Beneficiary organisation/s
Voluntary Action Oldham	<ul style="list-style-type: none"> <li>- Adventure Based Learning</li> <li>- Peshkar</li> </ul>
Community & Voluntary Action Tameside	<ul style="list-style-type: none"> <li>- Community Led Initiatives CIC</li> <li>- Restorative Community Service CIC</li> </ul>
Threshold	<ul style="list-style-type: none"> <li>- Mothers Against Violence</li> </ul>
Clare McGregor	<ul style="list-style-type: none"> <li>- Ex-Cell</li> </ul> <p>NB - due to commercial pressures during the process, Ex-Cell made the decision to explore other options, discontinuing engagement with the support provider.</p>
<b>TOTAL:</b>	<b>£15,000</b>

## 5. Selected Projects - What was achieved?

### Service Plus

#### 5.1 Home-Start Manchester North

##### ***Training and new relationships with specialist organisations enable Home-Start Manchester North to support offenders' families into the future***

Working across North West, North East and Central East Manchester, Home-Start provides support to families with at least one child under 5 through providing volunteer home-visiting. Families supported demonstrate a wide variety of needs.

Annual Income: £137,801

FTE Staff: 4

Volunteers: 35

Grant Award: £5,000

#### **What they did**

The Delivering Change grant award enabled all Home-Start Manchester North staff and 50% of its volunteer base to undertake 'Hidden Sentence' training, which provided new knowledge, skills and insight into the specific needs of offenders' families. There was also the opportunity to forge strong links with partner agencies through allowing a small organisation the added capacity to build new relationships (Action for Prisoners Families in particular). 470 hours of volunteer time was spent supporting four families where a family member was in the criminal justice system.

#### **Case Study**

Clare and her two pre-school children were referred to Home-Start for support with isolation and housing initially. In true Home-Start essence, the volunteer visited the family every week for 3 hours, initially building up trust and relationships with mum and the children. Over a 4-week period it came to light through disclosure from mum to the volunteer, that her partner was 4 years into serving a 6-year custodial sentence for illegal drug dealing. Further information emerged over time that although Clare and her children had regular contact with her partner, the relationship had always been volatile and remained controlling and suppressive. Clare began to share her thoughts with the volunteer about her mental turmoil of having begun to build a new life and her position in a continuing abusive relationship.

Both the volunteer and their line manager had attended the Hidden Sentence training during the support. The detailed information provided about relationship dynamics, the needs of prisoner's children and the emotional impact of imprisonment on families led the volunteer manager to seek further advice via the Action for Prisoner's website and helpline. Subsequently, the volunteer shared with Clare the 'Homeward Bound' DVD and spent many months working through the emotional turmoil the family were experiencing. Eventually, Clare began to access domestic abuse support to better manage the relationship with her then ex-partner. In doing this, stress barriers were removed allowing Clare to better meet the needs of her children: securing school places, increasing access to play services and beginning an access course at college to enter nursing.

*“I believe that without the added skills and knowledge of the Hidden Sentence training and subsequent access to specialist guidance from partners, both the volunteer and their manager would not have been able to fully support Clare to explore and overcome the complexity of her on-going destructive relationship with her partner in custody; therefore not having achieved the added outcomes realised by this family.”*

*Shelley Byrne, Scheme Manager, Home-Start Manchester North*

### **Impact on medium-long term capacity:**

Future volunteers will be able to access Hidden Sentence training as part of their internal on-going development programme, allowing the organisation to continue to grow knowledge and skills within the volunteer base. This will continue to equip the workforce with the knowledge and understanding of the needs of offenders and their families and will continue to achieve outcomes with and for them.

## **5.2 Home-Start Oldham, Stockport & Tameside (HOST)**

### ***Specialist training embeds skills for supporting separated parents' families in HOST's current and future staff and volunteer base***

Working across three neighbouring boroughs, Home-Start provides support to families with at least one child under 5 through providing volunteer home-visiting support. Alongside the 'core' home-start service for families as is provided by Home-Start Manchester North, HOST delivers specialist provision in relation to breastfeeding and parent-infant mental health.

Annual Income: £440,811

FTE Staff: 20

Volunteers: 159

Grant Award: £5,000

### **What they did**

The Delivering Change grant award enabled two members of staff to undertake Hidden Sentence 'train the trainer' training who have since delivered this training to the rest of HOST's family support staff team and to one group of volunteers. HOST has also developed 'Parenting Apart' training for its volunteers. This training highlights to volunteers the difficulties faced by parents raising children when there is conflict between parents or when one parent does not or cannot engage in parenting and the wider impact this has on the family as a whole.

### **Impact on medium-long term capacity**

Both Hidden Sentence and Parenting Apart training are now a part of HOST's on-going calendar of additional training courses for volunteers to attend. Staff are now much more informed about offending and the impact on families and this ultimately allows us to train and support volunteers more effectively so they are more able to support offenders' families in the future.

### **5.3 Key to the Door**

#### ***Training and IT equipment maximise efficiency enabling more families to benefit from frontline, specialist support in Oldham***

Key to the Door works with the most hard-to-reach young parents throughout Oldham. These young parents are often hidden and isolated within communities and have little positive educational backgrounds.

Annual Income: £136,171

FTE Staff: 4

Volunteers: 6

Grant Award: £2,500

#### **What they did**

- The grant award paid for all staff to obtain paediatric first aid certificates.
- Volunteers were able to access other training, including food hygiene and a 26-week community development programme. This and other training provided young parents with the necessary qualifications to set up a community enterprise which has delivered a variety of activities for families including arts and baking sessions throughout the year.
- Key to the Door also purchased new IT equipment that enabled the organisation to develop and update its website and publicity, maximising its reach to target groups.
- Evaluation and monitoring systems created

#### **Impact on medium-long term capacity**

- Key to The Door has been able to register additional venues with Ofsted due to the increased levels of staff holding paediatric first aid certificates.
- The newly formed community enterprise has generated significant income and will continue to deliver services into the next financial year. The management committee will undergo training to improve its governance skills with a view to a sustainable future.
- Newly implemented monitoring systems have freed up capacity to deliver frontline services and have strengthened future funding bids as new systems provide more robust outcomes measurement, making it easier for Key to the Door to demonstrate its impact.

### **5.4 Manchester Action on Street Health (MASH)**

#### ***Vulnerable service users and their families provided with specialist support in navigating the criminal justice system***

MASH offers a range of services to female sex workers. MASH delivers services from the MASH Centre in the heart of 'the beat' and through outreach. The majority are or have been offenders. Support includes sexual health and counselling services.

Annual Income: £416,120

FTE Staff: 8.2

Volunteers: 60 +

Grant Award: £5,000

### **What they did**

The grant funding paid for additional capacity that enabled MASH's criminal justice worker to develop a greater focus on supporting family members. Volunteers were trained to take a greater role in service delivery, freeing up capacity within the staff team. A "lead volunteer" role was developed; this involved undertaking a range of mandatory training including assessment using the Outcomes Star. MASH caseworkers have undertaken more work with families of offenders.

### **Impact on medium-long term capacity**

The main impact has been in the development of a greater role for MASH's volunteers, eight of whom are continuing to provide support for an average of three hours a week. This has meant that service users get an improved service as they can access support more quickly and the caseworkers have been freed up to undertake more specialist interventions.

## **5.5 Garden Needs**

### ***A garden centre dedicates one day per week to engaging offenders and their families in horticultural activities, volunteering and training***

Garden Needs – a flagship wellbeing garden centre, began as a partnership project between Mind in Salford and Social Adventures. It is now an independent Community Interest Company and a community hub, with a wide range of events year round such as conservation events and healthy food demonstrations. Garden Needs currently runs two volunteer days per week for people who have experienced mental distress and also offers horticultural training courses. Volunteers provide support with the day-to-day care of the centre and re-development projects.

Annual Income: £125,000

FTE Staff: 3

Volunteers: 26

Grant Award: £5,000

### **What they did**

The Delivering Change fund has helped Garden Needs to target a new area of support to the local community. By providing the funds to open a specific day to target ex-offenders, new capacity to target this group and continue working with others was created, diversifying Garden Need's offer. Originally Garden Needs had hoped to deliver a specific course to a group of offenders, but due to difficulties with referrals the approach became more flexible, allowing ex-offenders to engage throughout the year. The garden centre has provided a safe and accessible venue for offenders to get involved with specific projects and take ownership of these, increasing motivation, skills and confidence. Offenders have taken advantage of opportunities across Garden Needs, including formal training, signposting and the advocacy service through Salford Mind.

### **Impact on medium-long term capacity**

Garden Needs continues to promote the centre as a venue to help ex-offenders and their families to access support in the future.

*'We are constantly looking to improve our offer at Garden Needs and the time that the Delivering Change project has given us to develop and deliver new services has been invaluable.'*

Simon Colderley, Chief Executive

## **5.6 Taylormade Community Fitness**

### ***New equipment, a lick of paint, community open days and trips out enable the community gym to increase volunteer base and reach more young people at risk of offending or reoffending***

*NB – We were unable to contact this organisation at the end of the grant period. Mid-way through the year, Taylormade Community Fitness had completed much of the planned activity.*

Taylormade supports offenders under supervision in the community who are aged 18 to 25 years old and NEETs who are excluded from mainstream education or are liable to be excluded. NEETS are helped in their local school communities with fitness activities as well as academic studies. Young offenders attend their probation appointments at Taylormade's gym and are helped with their fitness, external courses to improve motivation and confidence and in our IT suites with employability skills development including job search. Taylormade operates across North Manchester including Failsworth, Newton Heath and Moston.

Annual Income: £75,000

FTE Staff: 0

Volunteers: 6

Grant Award: £2,500

What they did;

- Purchased IT equipment and furniture and refurbished part of the gym.
- Held a community open day – this was well attended (40 people) and helped TCF to recruit volunteers, achieving their target of six.
- TCF took service users on an away day to the Lake District, providing an opportunity to take part in trust and team-building exercise, improving skills and confidence.

### **Impact on long-medium term capacity**

As mentioned above, we have been unable to contact Taylormade for feedback on the rest of their activity throughout the year. We have as yet been unable to determine whether the organisation is still operating.

## Scaling Up

### **5.7 Adventure Based Learning**

#### ***Community based learning provider secures significant resource to ensure services for vulnerable children and adults continue into the future***

Adventure Based Learning is a Community Interest Company that provided adventure-based learning activities to a range of groups, including offenders and those at risk of offending.

Through Delivering Change, volunteers have had the opportunity to attend the 'On the right tracks: exploring volunteering and ex-offenders' conference hosted by VAO that contributed to a greater understanding of working with offenders. Besides the three successful bids detailed below, an unsuccessful application for £36,450 was submitted for SIB funding to work with socially excluded learners across three age groups.

The support has enabled Adventure Based Learning to build up bid-writing skills and increased the capability of volunteers. This has meant that the organisation can continue to be operational and grow and develop the programmes that it offers to beneficiaries.

Annual Income: £18,000

FTE Staff: None. Volunteer-run with the exception of freelance operators brought in to carry out specialist activities

Volunteers: 30+

Grant Award: 10 days consultancy support provided by Voluntary Action Oldham

Additional Funding Secured:	Neighbourhood Learning in Deprived Communities Fund (NLDCF) – £15,000 Co-operative Oldham Seedcorn Fund – gardening project £1,000 ESF Community Learning Grant –£10,000
Total	£26,000
Number of additional beneficiaries who will be helped as a result of Delivering Change	70 adults on NLDCF Gardening project – 20 + another 15 across all programmes Total: 105
Funding applications awaiting decision:	£10,000 from the Co-operative Oldham Project Fund to work with young people leaving the care system for submission in July 2014.

### **5.8 Community Led Initiatives CIC (CLI)**

#### ***Mentoring organisation secures future to continue to grow the life chances and independence of vulnerable offenders***

CLI provides mentors to clients who are involved in the criminal justice and treatment system for alcohol and drug use, with the aim of supporting the clients to move away from offending and substance misuse. Mentors will provide practical and emotional support whilst acting as pro-social role models and promoting independence. CLI set up to work across Tameside, ranked in the top 10 nationally for alcohol-related harm and between 2009 and 2011.

As a consequence of the support provided by CVAT, CLI is more aware of the funding options available to them and better equipped for writing proposals to funders and pursuing business opportunities through training provided through the project. The group is better equipped to work in partnership with others and has explored submitting joint bids with other partners. CLI has been supported to complete their Business Plan. This resulted in £50,000 being awarded by the Crime and Disorder Reduction Partnership. CLI has a clear budget fundraising target for the year now and has improved its bid/proposal writing skills when bidding for traded income. The impact on beneficiaries is that CLI are able to sustain services to support them through the grant funding from the local authority. The service user base has also widened as the group is now also delivering in Manchester.

Annual Income: £50,000

FTE Staff: 3

Volunteers: 16

Grant Award: 10 days consultancy support provided by Community and Voluntary Action Tameside

Additional Funding Secured:	£20,000 from Greater Manchester Police & Crime Commissioner £50,000 from the Crime and Disorder partnership due to CVAT's support A bid was also submitted to the Lottery's Reaching Communities fund but this was not successful.
Total	£70,000
Number of additional beneficiaries who will be helped as a result of Delivering Change	60-80
Funding applications awaiting decision:	Not at this stage. Currently reviewing business model.

### **5.9 Mothers Against Violence**

#### ***Grass roots organisation helped to focus on priorities and sell its strengths to potential funders and partners***

Mothers Against Violence (MAV) exists to promote the eradication of violence and to relieve the victims of the effects of violence within the community. It works with both victims and perpetrators of crime across Manchester. Its Business Development Education Training Programme (BDETP) has a key focus on ex-offenders rehabilitation, settlement and mental health. Originally, it was intended to develop this programme through Delivering Change, however, the focus changed to a broader organisational development approach following initial conversations between MAV and Threshold.

MAV were supported to submit two bid applications; one to the Manchester City Council youth fund and another for pre-feasibility to qualify for PQASSO (a recognised quality assurance system) in order to better able to compete for funding. Unfortunately both of these applications were unsuccessful; however, a later application for pre-feasibility funding to

manage a community asset was successful. Alongside submitting new bids, work was done to improve the quality of bid applications, website and marketing material and recommendations were provided for improving future bids and communications. Two workshops were held with MAV's committee to complete theories of change for the organisation's main activities, which have subsequently informed the organisation's business plan and future applications for funding. MAV's success rate in achieving funding from new sources has increased.

Annual Income: £25,000

FTE Staff: 0

Volunteers: 15

Grant Award: 10 days consultancy support provided by Threshold Housing Project

Additional Funding Secured:	£10,000 for pre-feasibility study in managing a community asset (Hulme Hall); if viable a building firm will support renovations as part of its corporate social responsibility Heritage Lottery Fund – £9,000 (Celebrating 100 years – First World War, project focus on BME contribution to First World War)
Total	£19,000
Number of additional beneficiaries who will be helped as a result of Delivering Change	MAV will be able to increase its ability to provide space for projects and increase the capacity for services by 50%, equalling an additional 20 beneficiaries each year (this would grow even further when specific funding to work with ex-offenders is secured).
Funding applications awaiting decision:	Achieve North West – work with ex-offenders – £29,000 Police and Crime Commissioner fund – working with females within the criminal justice system – 1st year £10,000, 2nd year £20,000  All applications have been strongly influenced by the support received through Delivering Change.

### **5.10 Peshkar Productions**

#### ***Participatory arts organisation supported to meet the needs young people within the criminal justice system through their innovative training programme***

Peshkar is a multi-platform arts company whose participatory work with young people is linked to its professional productions. Peshkar targets the hardest to reach young people in Oldham through work underpinned by a commitment to excellence in participatory arts practice.

Through Delivering Change, Peshkar was supported by VAO to develop a pitch to trusts and foundations and broker relationships with these, develop the programme for long term sustainability and extension beyond Tameside. Peshkar was looking to develop its 'Go4It!' programme, already successful in securing employment for young people, to become more focused on the needs of offenders. A business case template for this project was completed and areas that needed developing were identified, e.g. evidencing role of arts and impact with target group.

Peshkar has used the work undertaken on this project to feed into work that has been ongoing over the last year with the Board of Trustees and the Chief Executive to ensure financial stability and survival. The detailed funding search has helped them identify some other sources of funding and an improved 'offer'. Peshkar staff have spent time attending relevant training around the transformation agenda in probation and looking at their delivery model to ensure that it is more relevant to the potential beneficiaries who are in the criminal justice system. This is important to potential beneficiaries who may find a more arts-based approach as the potential springboard for addressing a wide range of issues in their lives, start the journey to finding meaningful activities and employment and thus minimise the risk of re-offending

Annual Income: £121,115

FTE Staff: 2.5

Volunteers: 12

Grant Award: 10 days consultancy support provided by Voluntary Action Oldham

Additional Funding Secured:	N/A – unfortunately the Lloyds TSB bid submitted with the support of this programme was unsuccessful, however, the identification of potential funds contributed to Peshkar's business plan
Total	N/A
Number of additional beneficiaries who will be helped as a result of Delivering Change	N/A
Funding applications awaiting decision:	£10,000 – Co-operative Oldham Project Fund

### **5.11 Restorative Community Service CIC**

#### ***Families of young offenders in Tameside benefit from increase in the number of specialist mentors able to provide support***

Restorative Community Service CIC (RCS) recruits, trains and supervises mentors for Tameside Youth Offending Team. Mentors are matched with young people serving community or custodial sentences. The aim is to improve engagement with services and therefore reduce reoffending and risk of recall to custody. RCS was looking to develop a transitional service for young people to ensure a smooth transition into adult/different services.

CVAT carried out a funding search with RCS, identifying 20 potential sources of funding. Three funding bids were submitted, one of which was successful (see below). RCS was invited to resubmit an application to Reaching Communities, which is now through to the second round. If successful this would secure longer-term financial sustainability for RCS. £20,376 was secured through Better Futures Tameside.

As a result of Delivering Change, RCS is more aware of their options and support available to help with funding applications and has been supported to implement robust financial planning and budgeting. RCS has also received mentoring support to improve its understanding of outcomes and how to measure these effectively. RCS is now able to plan more effectively for its future and is better equipped at securing resources; this in turn means that much-needed support is provided to young people at risk of or who are already

offending. As a result, they are more likely to cease their negative behaviour and seek more positive activities to engage in, helping their own futures.

Annual Income: £60,000

FTE Staff: 1.5

Volunteers: 38

Grant Award: 10 days consultancy support provided by Community and Voluntary Action Tameside

Additional Funding Secured:	Application to become part of Better Futures Tameside to deliver on a new Family Intervention and Prevention Service – Successful for £20,376
Total	£20,376
Number of additional beneficiaries who will be helped as a result of Delivering Change	13 young people will be supported and 12 mentors who will be trained Total: 25
Funding applications awaiting decision:	Big Lottery Fund Reaching Communities – £300k over 3 years or £500k over 5 years

## 6. Scaling Up – Funding Secured

Frontline Organisation	Funding Secured
Adventure Based Learning	£15,000 £1,000 £10,000
Peshkar	N/A
Community Led Initiatives CIC	£70,000
Restorative Community Service CIC	£20,376
Mothers Against Violence	£19,000
<b>ADDITIONAL FUNDING SECURED:</b>	<b>£135,376</b>
<b>DELIVERING CHANGE INVESTMENT</b>	<b>£15,000</b>

## Scaling Up – Funding Applications Awaiting Decision

Frontline Organisation	Funding Applications Awaiting Decision
Adventure Based Learning	£10,000 (Co-Operative Oldham Project Fund)
Peshkar	£10,000 (Co-Operative Oldham Project Fund)
Community Led Initiatives CIC	N/A
Restorative Community Service CIC	£300-£500k (Big Lottery Fund Reaching Communities)
Mothers Against Violence	£29,000 – Achieve North West £30,000 – Police and Crime Commissioner
<b>TOTAL FUNDING APPLICATIONS AWAITING DECISION:</b>	<b>£379,000 – £579,000</b>
<b>DELIVERING CHANGE INVESTMENT</b>	<b>£15,000</b>

## 7. Conclusion

- Delivering Change was an effective approach that invested in a variety of organisations and achieved the aim of building long-term additional capacity.
- The selection process enabled targeted investment that was not reactive, but based on the potential to make a difference. Competence was built around existing assets

### Service Plus

Some applicants ended up delivering something that differed from their original proposal. This was due to a variety of reasons. For example, some of the 'Service Plus' organisations experienced difficulty in securing necessary referrals through existing probation mechanisms. Another realised that the training they'd planned for their staff wouldn't have provided significant benefits to the organisation, as a subsequent look into individuals' qualifications revealed there wouldn't have been significant upskilling as a result of the training. In these instances, the beneficiary organisation was able to approach GMCVO, and we entered into a constructive dialogue in order to create an appropriate solution. Beneficiaries cited this flexibility as being one of the most positive elements of Delivering Change. As this was a pilot programme, GMCVO was willing to provide this flexibility, and learning from this can feed in to any future work of this kind.

Part of the aim of Service Plus was to help organisations with no or little experience of working with offenders to tailor their services to the needs of this specific group. Participants' success varied in this respect, with some achieving this. However those that struggled (mainly due to being unable to secure referrals) were successful in achieving increased delivery within their existing target group. Delivering Change provided a boost in activity supporting offenders during the 12 months of the programme; however there is now an increased capacity to support offenders in the long term. Skills and resources brought in to the sector are here to stay.

### Scaling Up

Scaling Up brought in significant resources to the sector, representing a 9:1 return on investment on this strand of the programme. This has provided capacity to support over 200 additional beneficiaries so far whilst improving the financial sustainability of organisations, supporting some of the most vulnerable ex-offenders in Greater Manchester.

A benefit of GMCVO running the programme is that as we don't routinely carry out frontline organisational development as part of our day-day work, there wasn't any conflict when it came to choosing business support providers.

The organisation mentoring approach has immense value outside of the business support relationship. For example, Mothers Against Violence developed a bidding relationship with Threshold Housing Project (THP) as THP became aware that MAV had privileged access to a particular group in an area of South Manchester where it is not currently delivering. This added value to the Rehabilitation & Social Action Fund bid THP was developing. Although this was unsuccessful, MAV is now part of THP's potential supply chain for future opportunities.

GMCVO acting as a broker, matching up frontline organisations with sources of support, in all but one of the 'scaling up' grants enabled a successful working relationship. Unlike

voucher-based schemes, that arguably place a burden on small organisations that may not be well placed to decide on the most appropriate support agent, GMCVO brought the benefit of being able to identify appropriate sources for tailored and specialist support based on our knowledge and experience of working across districts and sectors.

### **Both Programmes**

The Delivering Change programme has demonstrated GMCVO's ability to create a delivery and development programme built on an existing strategic relationship, broker new relationships elsewhere, and to 'pick winners'. This was whilst providing effective administrative and managerial support to the programme. As a GM organisation we were able to work across districts, bringing organisations together that would not have done so otherwise. A variety of skills and experience brought by several members of staff meant that we were also able to support organisations submitting proposals whilst avoiding any conflict of interest, as this process was completely separate to the assessment.

Of the twelve frontline delivery organisations, ten emerge from Delivering Change as stronger organisations that can react better to services users with complex needs and are better positioned to take advantage of future opportunities. Even at this difficult time, when many organisations are struggling, Delivering Change showed us there are still opportunities for organisations to grow and thrive, especially where support is targeted.

## **8. Recommendations for future programmes**

### **Strengthen the application and assessment process**

Our approach to analysing an organisation's asset base can now be refined and modified according to the required outcomes and embedded in any future programmes of this kind. This may be tailored to suit the aims of the investment.

In future, we would recommend that the panel not only makes the decision as to who is successful, but also what the most appropriate form of support would be. It was felt that some of the frontline organisations receiving the cash grants would have benefited from business support and vice versa. It may be that a combination of cash grant and organisational mentoring would be most appropriate in order to make the most of the organisations' strengths. It was commented in relation to Scaling Up that a direct bid-writing service may be more suitable for some organisations, whilst the majority experienced greater benefits from more general development support and relationships brought about through the organisational mentoring approach.

As many organisations received bid-writing support as part of their award, it was felt it would have been appropriate to ask more questions about fundraising abilities in the application process, so that the panel could have been informed in terms of the level of support needed.

It is important that the application process remains appropriate to the level of reward applicants stand to gain. If the application were too onerous, this could preclude many organisations from applying and would also demonstrate poor practice in terms of grant giving.

### **Consider additional specialists in terms of business support provision**

Business support providers valued the opportunity to provide intensive support to groups but also the ability to bring in specialist advice to add value to their services and assist frontline groups with specific needs, e.g. detailed financial management. It would be worthwhile considering potential suppliers of specific kinds of support when developing any future programmes – including ensuring they are quality assessed in an appropriate way (e.g. relevant quality standards in their professional field, alongside their asset-base).

### **Consider the operational requirements of working with a particular cohort/agency**

Referral arrangements were a particular issue for 'Service Plus' organisations. We would ask organisations in the future to consider this – and GMCVO would need to have an understanding of the relevant operational requirements (our conversations with GMPT were of a strategic nature when designing the programme; as such these practical issues were brought to the fore once implementation had begun).

There was some modification of planned activity between application stage and delivery. Although positive solutions were reached, it would be wise to consider strengthening the application process of further programmes to mitigate against the risk of vastly needing to change delivery plans.

## **Consider how changes in local and national policy may affect participants' ability to achieve outcomes**

Delivering Change came about as 'Transforming Rehabilitation' was beginning to affect the way probation services were delivered and the ability of staff on the ground to engage in programmes such as Delivering Change. Even participating organisations with strong, existing relationships in their local area spoke of difficulty of tailoring their offer to align with probation services at a time of such uncertainty and transformation.

## **Make the most of the organisational mentoring approach**

We would encourage the organisational mentoring approach to be fully exploited in any further programmes of this kind. As recognised in GMCVO's strategy, we need voluntary organisations to support each other. There is the potential to harness both the ability of small, developing organisations and that of larger organisations. We hope to see a flexible, responsive ecosystem of a variety of support organisations and people, which can respond to different challenges. The relationship built between Threshold (not a traditional infrastructure provider) and Mothers Against Violence is an example of this approach succeeding.

## **Provide participating organisations with a chance to network and share information**

Some participants felt it would have been useful for organisations involved in Delivering Change to have a chance to network to share learning and potentially look at joint-working. Now the project has ended, we will offer this opportunity; in future this should be planned and built into the process from the beginning.

## **Monitoring and evaluation**

GMCVO's approach to monitoring was to routinely check-in with participants to discuss progress and any other issues as required. This worked well due to the small sample size and variety of project delivery. A more standardised, data-driven process may have been too onerous in proportion to the level of investment and could have failed to capture the true benefit brought about through the programme. It is also the case that the focus of Delivering Change, reducing offending, would be extremely difficult for participants to quantify and evidence.

Further programmes based on this model at greater scale may want to consider incorporating a more systemised, data-led approach to monitoring and evaluation alongside recording the narrative of project delivery in order to efficiently capture the full impact of investment.

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