

**CAPACITY BUILDING**

<b>Recommendation</b>	<b>Performance Indicators</b>	<b>Targets</b>
<p>1. That the County Council works with the voluntary sector in Hertfordshire, and other statutory agencies including district councils, to develop a clear strategy for sustaining the sector’s ability to grow the level of external funding.</p>	<ul style="list-style-type: none"> <li>• Regional share of external funding brought into Hertfordshire</li> <li>• Increase amount of Arts funding awards?</li> <li>• HCC promotes Grantfinder through the HEFG as an information tool for the voluntary sector</li> <li>• Develop a licence arrangement for access to Pro Funding Digest-Web Pages</li> </ul>	<ul style="list-style-type: none"> <li>• Reach and sustain 20% share of East of England of external funding (other than funding specifically targeted at tackling deprivation) in the East of England by 2005 (based on population).</li> <li>• Set target for number of increased Arts funding</li> <li>• Number of organisations taking part in joint subscription to Grantfinder</li> <li>• Launch Grantfinder with district/borough partners on 1<sup>st</sup> January 2002</li> <li>• Launch access to Pro Funding Digest Web Pages by 1<sup>st</sup> January 2002</li> </ul>
<p>2. Develop the <b>Herts External Funding Group (HEFG)</b> to ensure that funding information particularly regarding Lottery is disseminated to voluntary organisations at a local level</p>	<ul style="list-style-type: none"> <li>• To follow</li> </ul>	<ul style="list-style-type: none"> <li>• To follow</li> </ul>

<b>Recommendation</b>	<b>Performance Indicators</b>	<b>Targets</b>
<p><b>3.</b> That the County Council encourages and supports voluntary organisations to become less dependent on its grant resources by using the <b>Hertfordshire External Resources Network (HERN)</b> to:</p> <ul style="list-style-type: none"> <li>• Encourage access at a local level to <b>External Funding Partnerships</b> and through them receive information about funding and training opportunities</li> <li>• Assist voluntary organisations in the development of their own sustainable funding strategies</li> <li>• Identify and promote external funding streams where the county could get a better share of resources</li> <li>• Using and promoting access to the HERN website as an information and sign-posting too</li> </ul>	<ul style="list-style-type: none"> <li>• Number of HERN website visits</li> <li>• Number of external funding bids submitted</li> <li>• Number of funding information ‘newsflashes’ circulated through Herts External Funding Group and External Funding Partnerships</li> <li>• Number of joint funding initiatives developed through HERN</li> </ul>	<ul style="list-style-type: none"> <li>• Set target for HERN website visits</li> <li>• Develop a Marketing Strategy for HERN</li> <li>• Review this Marketing Strategy on annual basis</li> </ul>

<b>Recommendation</b>	<b>Performance Indicators</b>	<b>Targets</b>
<p><b>4.</b> Increase the private/corporate sector funding and in-kind support to the voluntary sector</p>	<p>To follow</p>	<p>To follow</p>
<p><b>5.</b> Provide and support training workshops to help voluntary organisations grow their own ability to access external funding.</p>	<ul style="list-style-type: none"> <li>• Number of training workshops run in local areas</li> </ul>	<ul style="list-style-type: none"> <li>• Pilot initial training workshops by March 2002</li> <li>• Have agreed programmes with CVSs for working with voluntary organisations on training and development by 2003</li> </ul>

<b>Recommendation</b>	<b>Performance Indicators</b>	<b>Targets</b>
<p>6. That the County Council supports the continuing development and implementation of the Hertfordshire Compact, and gives a clear focus to a joint approach to volunteering in the county. We will also provide opportunities and support in order to encourage staff to volunteer, and support the continuing development of charitable giving.</p>	<ul style="list-style-type: none"> <li>• Annual review of the Hertfordshire Compact</li> <li>• HCC to develop policy on charitable giving, HCC staff volunteering and shadowing</li> <li>• ‘Pennies from Heaven’ (Give As You Earn Scheme) developed by HCC in partnership with Hertfordshire Community Foundation to raise cash for voluntary organisations by payroll giving</li> </ul>	<ul style="list-style-type: none"> <li>• Compact steering party to develop a Code of Practice o volunteering by September 2002</li> <li>• HCC policy on charitable giving, and HCC staff volunteering to be in place by end of 2002</li> <li>• Baseline number of HCC staff carrying out voluntary action known</li> <li>• Policy on giving and volunteering to form part of staff development policy, training &amp; development by March 2002</li> <li>• Number of HCC staff volunteering raised</li> <li>• Number of staff shadowing voluntary staff</li> <li>• HCC ‘Pennies from Heaven’ to be launched by March 2002</li> <li>• 25% of HCC staff to be using ‘Pennies from Heaven’ by December 2002</li> </ul>

<b>Recommendation</b>	<b>Performance Indicators</b>	<b>Targets</b>
<p>7. That the County Council accelerates and targets the provision of training for staff in relation to contracts and partnership arrangements with voluntary sector organisations to ensure a consistent internal understanding, and a consistent external face.</p>	<ul style="list-style-type: none"> <li>• Know what we are doing and who is doing it by March 2002</li> <li>• 1<sup>st</sup> Phase Awareness Training</li> <li>• 2<sup>nd</sup> Phase Certification</li> </ul>	<ul style="list-style-type: none"> <li>• All funding ‘contract officers’ will have initial training within 12 months</li> <li>• By April 2003 all staff responsible for funding agreements will have certificated training for the purpose</li> </ul>

**ACTIONS : CAPACITY BUILDING**

<b>Action</b>	<b>Resources needed</b>	<b>Responsibility</b>	<b>Dates</b>
Develop Herts External Funding Group	Training implications and therefore costs £2000	Tricia Pope	Ongoing
Developing training programme for voluntary organisations	Approximately £15000 per annum minimum based on 10 days training	Tricia Pope/Rachel Sleet	By January 2002
Develop an approach to joint subscriptions to Grantfinder	£2500 per annum – actual cost to HCC	Tricia Pope	By January 1 <sup>st</sup> 2002 launch date
Develop a licence arrangement for access to Pro Funding Digest – Web Pages	No additional resources	Tricia Pope	By January 1 <sup>st</sup> 2002
Develop a Marketing Strategy for HERN	£3000	Tricia Pope	To follow
Launch the Hertfordshire Compact as part of the Voluntary Sector Standing Conference	Publicity costs Publishing costs Distribution costs Launch venue  Total approx. £7000	For launch: Hertfordshire Compact Steering Group and Lester Davis Community Development Agency for Hertfordshire Andrew Burt, Economic & Community Development Unit	On 24 <sup>th</sup> September 2001 Fielder Centre, Hatfield
Establish level of Private/corporate sector funding & support		Implementation Team	By June 2002

<b>Action</b>	<b>Resources needed</b>	<b>Responsibility</b>	<b>Dates</b>
HCC to develop policy on charitable giving, staff volunteering and shadowing	No additional resources	Corporate Personnel	By end of 2001
HCC/HCF to launch 'Pennies from Heaven' (after talks with UNISON)	Set-up costs Running costs Implication for Itnet	Dave Shevlane, Corporate Personnel	By March 2002
<p>Identify staff responsible for authorising/committing to funding arrangements</p> <p>Ensure staff responsible for authorising/committing to funding arrangements are appropriately trained.</p> <p>Awareness Specialist Training</p>	<p>For officers undertaking Chief Officer, Contracting Officer &amp; Contract Manager roles within contract regulation – no additional resources.</p> <p>Needs to be scoped and resources – ongoing resource commitment</p>	<p>Departments to review their departmental rules/financial delegations.</p> <p>Line managers, CSCS (BV review of Procurement &amp; Contract Management)</p>	<p>By March 2002</p> <p>1 year</p>

**STRATEGY AND CRITERIA**

<b>Recommendation</b>	<b>Performance Indicators</b>	<b>Targets</b>
<p><b>8.</b> That the County Council’s strategy on funding is based on the promises published in the County Council’s Best Value Performance Plan. That within this strategy, services will link grant giving to their own strategic and local priorities which will be clearly set out. We will be clear about which organisations will, or will not be, eligible to apply.</p>	<ul style="list-style-type: none"> <li>• % of grants linked to agreed criteria</li> <li>• potential bidders understand our strategy and criteria</li> </ul>	<ul style="list-style-type: none"> <li>• by 2003 all grants will be linked to HCC criteria</li> <li>• year on year increase after baseline established</li> </ul>
<p><b>9.</b> That there will be a common format for publishing criteria and clear definitions of different funding streams and contractual arrangements. The council will clearly define the terms and phrases it uses to describe the support it gives and the criteria it uses to set priorities for funding.</p>	<ul style="list-style-type: none"> <li>• format clearly understood</li> <li>• clear language</li> </ul>	<ul style="list-style-type: none"> <li>• by December 2001 there will be a single prospectus for fund seekers</li> <li>• by November 2002 the prospectus will achieve Crystal Mark Status</li> </ul>

<b>Recommendation</b>	<b>Performance Indicators</b>	<b>Targets</b>
<p><b>10.</b> That we will be clear about the good practice that we expect voluntary organisations to demonstrate, and will expect organisations to be able to demonstrate that it is applied. That HCC and the voluntary sector will provide clear access to advice, information and resources to support voluntary organisations that seek to develop and use good practice criteria</p>	<ul style="list-style-type: none"> <li>• numbers attending training</li> <li>• % of funded organisations that comply with good practice</li> </ul>	<ul style="list-style-type: none"> <li>• by 2004 100% of funded organisations will fully comply with at least 50% of defined areas of good practice</li> <li>• by 2005 all larger funded organisations will comply with all defined areas of good practice</li> <li>• by 2002 all bidders will be required to supply a financial profile</li> </ul>
<p><b>11.</b> That where a voluntary organisation operates across the county we favour single agreements between the voluntary organisation and us. We recognise that this may be a change of approach for our relationships with many organisations and will work with the sector to achieve this aim</p>	<ul style="list-style-type: none"> <li>• Portion of single agreements</li> </ul>	<ul style="list-style-type: none"> <li>• By 2005 x % of countywide organisations funded by HCC will have single agreements. (after establishing baseline)</li> </ul>

<b>Recommendation</b>	<b>Performance Indicators</b>	<b>Targets</b>
<p><b>12.</b> That in order to achieve transparency and equity we will use the same criteria and processes to give in-kind support as we do for direct funding. We will determine the total level of award based on these two sources of funding and the preferences of the voluntary sector organisation in question. We will be explicit about the total resources awarded to each organisation.</p>	<ul style="list-style-type: none"> <li>• % of awards specifying both types of funding</li> </ul>	<ul style="list-style-type: none"> <li>• by 2003/4 all awards will specify the grant in terms of direct funding and grant in-kind</li> </ul>

**ACTIONS : STRATEGY & CRITERIA**

<b>Action</b>	<b>Resources needed</b>	<b>Responsibility</b>	<b>Dates</b>
Develop and publish prospectus Services define strategies and eligibility criteria	Service officers in post 2 weeks whole time equivalent co-ordinator	Implementation team	December 2001
Design and apply common format	2 days comms. support	Implementation team	December 2001
Develop and publish good practice guidance and include in prospectus. Include good practice within training programme for the sector	Project Co-ordinator with services	Implementation team Implementation team	December 2001 2002
Consult sector on prospectus Place on HERN site	Project co-ordinator Economic & Community Development Unit	Implementation team	

<b>Action</b>	<b>Resources needed</b>	<b>Responsibility</b>	<b>Dates</b>
Identify those organisations operating across the county and set timescales for single agreements. Negotiate and implement single agreements	Project co-ordinator with services	Implementation team	December 2001
Define what is 'in-kind support' and incorporate into database	Project co-ordinator	Implementation team	Year by year linked to grant awards

**FUNDING**

Recommendation	Performance Indicators	Targets
<p><b>13.</b> That where appropriate we would prefer to enter into longer term (3-5 year ) funding arrangements for both project and core activities to</p> <ul style="list-style-type: none"> <li>• Enhance longer term sustainability</li> <li>• Increase stability of income and in-kind support for the sector</li> <li>• Reduce repetitive processes</li> </ul> <p>Community needs and our priorities may change over time. We will work with the sector to identify changing needs and achieve the best use of resources available.</p>	<ul style="list-style-type: none"> <li>• % of agreements where the organisations in receipt of HCC funding have been assessed for appropriate funding periods and new agreements implemented in line with the assessment</li> <li>• % of organisation funded for more than one year who can demonstrate that funding opportunities from non HCC sources have been assessed.</li> <li>• % of organisations funded for more than one year who have a financial independence strategy in place as part of the funding agreement</li> <li>• movement over time of available funds towards previously non funded organisations, and advancing HCC priorities</li> </ul>	<ul style="list-style-type: none"> <li>• April 2002 – 33%</li> <li>• April 2003 – 67%</li> <li>• April 2004 – 100%</li> </ul> <ul style="list-style-type: none"> <li>• April 2002 – 33%</li> <li>• April 2003 – 67%</li> <li>• April 2004 – 100%</li> </ul> <ul style="list-style-type: none"> <li>• From April 2002 all new agreements with all organisations funded for more than one year will have a financial independence strategy as part of the funding agreement</li> </ul>

<b>Recommendation</b>	<b>Performance Indicators</b>	<b>Targets</b>
<p><b>14.</b> That the County Council will be clear to the voluntary sector about what funding is available, and what it is for. When giving a grant the County Council will always clarify the purpose and nature of it, where the funding is from and timescale.</p>	<ul style="list-style-type: none"> <li>• % of agreements that have in place a standard corporate agreement which clearly specifies what is required by both parties</li> </ul>	<ul style="list-style-type: none"> <li>• 100% of agreements from April 2002</li> </ul>
<p><b>15.</b> That the potential for a small grants fund be further explored.</p>	<ul style="list-style-type: none"> <li>• To follow</li> </ul>	<ul style="list-style-type: none"> <li>• To follow</li> </ul>
<p><b>16.</b> That we will resolve the internal issue of simplifying arrangements for funding the community use of schools</p>	<p>Systems designed which:</p> <ul style="list-style-type: none"> <li>• Simplifies funding arrangements for both schools an voluntary organisations</li> <li>• Does not increase HCC administrative costs</li> <li>• Ensures that children and communities in greatest need are prioritised</li> </ul>	<ul style="list-style-type: none"> <li>• Systems designed by December 2002</li> <li>• Implement for 2003/4 funding</li> </ul>

**ACTIONS : FUNDING**

Action	Resources needed	Responsibility	Dates
<b>Establish baseline information with regard to length of current agreements</b>	Funding department may be able to assess voluntary organisations for appropriate funding periods providing they are already regularly reviewing agreements, if not additional staff may be required. This may vary across the funding depts.	Funding Dept/Implementation team	November 2001
<b>Assess 33% of existing agreements with voluntary organisations for appropriate funding periods</b>		Funding Dept/Implementation team	December 2001 – March 2002
<b>Implement results of assessments</b>		Funding Dept/Implementation team	April 2002
<b>Assess a further 33% of existing agreements with voluntary organisations for appropriate funding periods</b>		Funding Dept/Implementation team	December 2002 – March 2003
<b>Implement results of assessments</b>		Funding Dept/Implementation team	April 2003

<b>Action</b>	<b>Resources needed</b>	<b>Responsibility</b>	<b>Dates</b>
<b>Assess the remaining 33% of existing agreements with voluntary organisations for appropriate funding periods</b>		Funding Dept/Implementation team	December 2003 – March 2004
<b>Implement results of assessments</b>		Funding Dept/Implementation team	April 2004
<b>Standard forms (application, monitoring and review) to be drafted that require voluntary organisations to demonstrate that they have sought funding from non HCC sources</b>	Funding of a project co-ordinator	Funding Dept/Implementation team	March 2002
<b>Define what is meant by a ‘financial independence strategy’ and produce guidance for voluntary organisations with regard to format and content</b>	Funding of a project co-ordinator	Funding Dept/Implementation team	March 2002
<b>Ensure that standard agreements include clauses that make reference to financial independence strategy</b>	Funding of a project co-ordinator	Project co-ordinator and legal/contract support	March 2002

<b>Action</b>	<b>Resources needed</b>	<b>Responsibility</b>	<b>Dates</b>
<b>Timescales and procedure for notifying the ‘centre’ of available funding need to be established. (Will need to be flexible due to timescales out of HCC control i.e., Government Grants)</b>	Funding of a project co-ordinator	Project co-ordinator	November 2001
<b>Method for communication to the sector what funding is available needs to be determined</b>	Funding of a project co-ordinator	Project co-ordinator	November 2001

<b>Action</b>	<b>Resources needed</b>	<b>Responsibility</b>	<b>Dates</b>
<b>Standard agreements to be drafted that clarify the purpose and nature of the grant, where the funding has come from and the timescale</b>	Funding of a project co-ordinator	Project co-ordinator and legal/contract support	December 2001
<b>Investigate potential for small grants fund</b>		Implementation Team	June 2002
<b>System design for funding community use of schools</b>			December 2002 Implement for 2003/4

**PROCESS**

Recommendation	Performance Indicators	Targets
<p><b>17.</b> That libraries across the county be used to provide free Internet access so that voluntary organisations can fill in application forms electronically, and access the HERN website to obtain information about other funding sources and voluntary sector development programmes. Library staff will be trained to provide first line support.</p> <p>That Customer Service Centre staff give information about the progress of funding bids</p>	<ul style="list-style-type: none"> <li>• % of libraries with Internet access</li> <li>• % of libraries with staff trained</li> </ul>	<ul style="list-style-type: none"> <li>• enquiry desk staff in each library with Internet access will be trained to support the voluntary sector organisations for using resources available i.e., via Herts Direct</li> <li>• by April 2002 each service will inform the Customer Service Centre of all named contact offices</li> </ul> <p>Work flow process to be in place by 2003/4</p>



<b>Recommendation</b>	<b>Performance Indicators</b>	<b>Targets</b>
<p><b>19.</b> That the County Council develop and apply consistent monitoring and evaluation processes and standards reflecting best practice as identified in the codes of practice within the National Compact and the developing Hertfordshire Compact.</p> <ul style="list-style-type: none"> <li>• Monitoring will be appropriate to the scale and type of activity, reducing the overall burden on the sector.</li> <li>• Evaluation processes will be clearly specified in advance and where outcomes and targets do not currently exist the County Council will enter into discussions to develop these</li> <li>• Evaluation processes should take account of the potential for developing exit strategies and/or the processes for reapplying for funding</li> </ul>	<ul style="list-style-type: none"> <li>• Monitoring process established</li> </ul>	<ul style="list-style-type: none"> <li>• Prototype in place for September 2002</li> <li>• Implement across HCC for April 2003</li> </ul>

<b>Recommendation</b>	<b>Performance Indicators</b>	<b>Targets</b>
<p><b>20.</b> That details of all County Council funding to the voluntary and community sector should be contained on a common database. In the interest of transparency part of this database will be publicly accessible on a County Council web page. This web page will give details of the Hertfordshire Compact and the County Council’s strategy for funding voluntary and community groups. The web page will also include the published timetable and criteria for all County Council funding streams, details of monitoring and evaluation processes and include the option of making grant applications on-line. The web page will include links to the HERN web page, which will give information on other external funding sources for voluntary organisations.</p>	<ul style="list-style-type: none"> <li>• Common database developed</li> <li>• Number % of voluntary organisations on database</li> </ul> <p>Frequency of updating</p>	<ul style="list-style-type: none"> <li>• Targets for draft recommendations 19 and 20 are currently being assessed in community information directorate. This will lead to a timetable for implementation.</li> </ul>

<b>Recommendation</b>	<b>Performance Indicators</b>	<b>Targets</b>
<p><b>21.</b> The common database will be used to feed information to the web page and to the customer call-centre (Herts Direct). It will also be used to run a common workflow process. This common workflow process will be implemented across the County Council and exploit modern technology for tracking funding processes, the administration of which could be outsourced.</p>		<ul style="list-style-type: none"> <li>• (per 19)</li> </ul>
<p><b>22.</b> That the County Council continue to consult the sector during the implementation of the review’s recommendations by continuing to meet with the wider reference group on a regular basis. To further this process the County Council will engage in a renewed dialogue with the wider voluntary sector, including those groups who currently do not receive funding, to review the progress of implementation and that this should form part of the annual review of the Hertfordshire Compact.</p>	<ul style="list-style-type: none"> <li>• Frequency of formal dialogue with voluntary sector representatives on implementation of this review, and assessment of feedback</li> </ul>	<ul style="list-style-type: none"> <li>• Twice yearly update of implementation with the review wider reference group</li> <li>• Specific consultation on aspects of implementation, inline with the Compact codes</li> </ul>

**ACTIONS: PROCESS**

<b>Action</b>	<b>Resources needed</b>	<b>Responsibility</b>	<b>Dates</b>
<b>Complete installation of Internet in all libraries</b>	Community Information Information Community Technology  Information Management Unit time to deliver training	Community Information	December 2001
<b>Develop application form and content for Herts Direct</b>			
<b>Develop training programme</b>		Community Information with Economic & Community Development Unit	By end of November 2001
<b>Deliver training to all enquiry desk staff</b>			December to March 2001
<b>Training delivered to CSC advisors</b>		Community Information Community Information	March 2001
<b>Funding criteria to be written</b>	Small team of departmental reps.	Economic Development Unit	November 2001
<b>Design application form</b>	Herts Online development time	Economic & Community Unit	November 2001
<b>Crystal Mark Guidelines to be obtained</b>		Small team of departmental reps.	November 2001
<b>Negotiate with CSC/Gateway Operations Manager for use of Fulfilment team</b>		Project officer	September 2001

<b>Action</b>	<b>Resources needed</b>	<b>Responsibility</b>	<b>Dates</b>
<b>Design workflow process in conjunction with application form to show path for form from entry via the single post box through the organisation. This must specify escalation points for forms which are unclear etc.</b>		With a representative from the Customer Service Centre	November 2001
<b>Automate workflow process</b>	Software package and Herts Online team time	Community Information	February 2003
<b>Write a simple answering standard derived from existing compacts</b>		Economic & Community Development Unit	November 2001
<b>Disseminate standard</b>		Economic & Community Development Unit	November 2001
<b>Write timetable to include all listed elements</b>	Existing compacts	Economic & Community Development Unit	November 2001
<b>Publish timetable</b>		Economic & Community Development Unit	
<b>HERN to monitor external funding</b>		Economic & Community Development Unit	From now

<b>Action</b>	<b>Resources needed</b>	<b>Responsibility</b>	<b>Dates</b>
<b>Publish external funding on website</b>		Economic & Community Development Unit	From now
<b>Small grants procedure explored</b>		Economic & Community Development Unit	November 2001
<b>Develop a monitoring process using existing compacts</b>		Grant approving officers/funding board	April 2002
<b>Disseminate process</b>			
<b>Publish compacts, strategy, timetable, criteria and monitoring policy</b>	InfoBase	Economic & Community Development Unit (supported by Information Management Unit)	November 2001
<b>Make application form available on-line in PDF format to fill in off-line</b>	InfoBase	Form designer	November 2001
<b>Develop on-line form as a web-based transaction</b>		Community Information Herts Online	November 2002
<b>Agree content of common database using current data collection practices as a guideline</b>	InfoBase	Reps. from service departments. with Information Management Unit	March 2002

<b>Action</b>	<b>Resources needed</b>	<b>Responsibility</b>	<b>Dates</b>
<b>Adapt current organisation item type or build new item type</b>	To be advised	Community Information Herts Online	April 2002
<b>Implement workflow process</b>	To follow	To follow	To follow