

The “How To” Guide to Project Succession or Closure

Introduction

Over the next 2 years, two of the main sources of funding for training schemes, employment initiatives and regeneration projects in London come to an end. First introduced in 1994 the Single Regeneration Budget (SRB) has, since 2000 alone, invested over £900m in London on a wide variety of programmes and projects. The latest and final six-year European Social Fund Objective 3 Programme for London will have committed an additional £448m by the time it closes at the end of next year. For projects that have come to rely on these sources of funding the impending wind-up of SRB and ESF potentially represents a major threat to their future.

The London Development Agency (LDA) and the Government Office for London (GOL) have jointly commissioned this “How to Guide” along with a complementary practical toolkit, the “Readiness Assessment Tool”, in order to support SRB/ESF funded projects that are planning their succession strategies or closure. The production of the Guide involved reviewing a wide range of projects that are already managing their exit from grant funding and finding alternative ways of sustaining their activity by, for example, generating their own income, “mainstreaming” project-based work, or securing alternative sources of funding. The “How to Guide” can be used either as a stand-alone aid to project planning or in conjunction with the Readiness Assessment Tool, using built-in links and cross references between the two resources. They are also structured and colour coded in the same way.

What’s in the How to Guide?

This “How To” guide contains:

- Information for projects on how to approach and execute effective succession or exit strategies. This is presented in the form of various practical tips for success that draw on examples of current SRB- and ESF-funded projects across London, under the following headings, which mirror those in the Readiness Assessment Tool:
 - Project capacity
 - Project delivery
 - Systems
 - Partners and networks
 - Project closure
- Pointers to other toolkits that can provide additional guidance about the different routes that projects may choose to follow in order either to continue their activities or close down:

- **“mainstreaming”** – transferring particular aspects of a project and/or knowledge, lessons and best practice arising from the project’s delivery in order to influence the way public sector services are provided;
- **further funding** – identifying alternative sources of grant funding or loan finance in order to continue a project’s activity;
- **the enterprise route** - developing an alternative business and/or operational model, through commercialising aspects of the project, or creating a realisable asset base in order to bring in sustainable income to the project;
- **project closure** – winding down a project’s activities as efficiently and effectively as possible in order not to impact adversely on the project’s staff and its clients, and to capture the benefits and any lessons learned.

Who should be using the Guide?

The How to Guide is intended to support:

1. Project managers and staff members responsible for developing or delivering any type of project that is dependent upon short-life public funding;
2. Project steering group members, whose ownership of the project and commitment to lending practical support to achieve succession can be pivotal to success or failure;
3. Project funders, including the London Development Agency (guardians of the SRB and the Single Programme) and Government Office for London (responsible for European Funding and the Neighbourhood Renewal Fund) in order to enhance the dialogue between project funders and delivery agents and increase the likelihood of together achieving successful and sustainable outcomes.

How to navigate the Guide and use the Tool

The How to Guide is based on research into 25 different SRB and ESF (Objective 3) projects’ approach to planning and implementing their succession. The Guide draws on their experiences in order to provide handy **practical tips** and signposts to **further help**. Additional guidance on the different routes to project succession and future sustainability is provided in a set of other **tools**, which are **sorted** according to the respective succession route – future funding, mainstreaming, enterprise and closure.

The **Annex** to the Guide provides short **profiles** of the featured projects. These include an overview of the project’s origins and purpose, its funding to date, its future plans and contact details to facilitate networking and follow up.

The How to Guide will be updated and the case study material expanded so that it becomes a live repository of knowledge and good practice on project succession planning.

For those using the Readiness Assessment Tool online it is possible to follow **hyperlinks** to the How to Guide in order to access relevant guidance and further information at different stages of using the tool.

Why do we need a “How to Guide” to project succession?

Grant funding is always likely to be a key component of regeneration policy. Over the years, governments of different political persuasions have all made funding available in order to provide essential capital or revenue resources for projects that redress social exclusion or economic disadvantage created by imbalances in the operation of the free market.

Significant funding streams, including the Single Regeneration Budget, the European Social and Regional Development Funds and the Neighbourhood Renewal Fund, were never intended to support projects in the longer term. For some time it has been a requirement of project promoters bidding for these funds to consider exit or succession strategies at the grant application stage. However, these have often been little more than words on a page, crafted to satisfy a bid assessor.

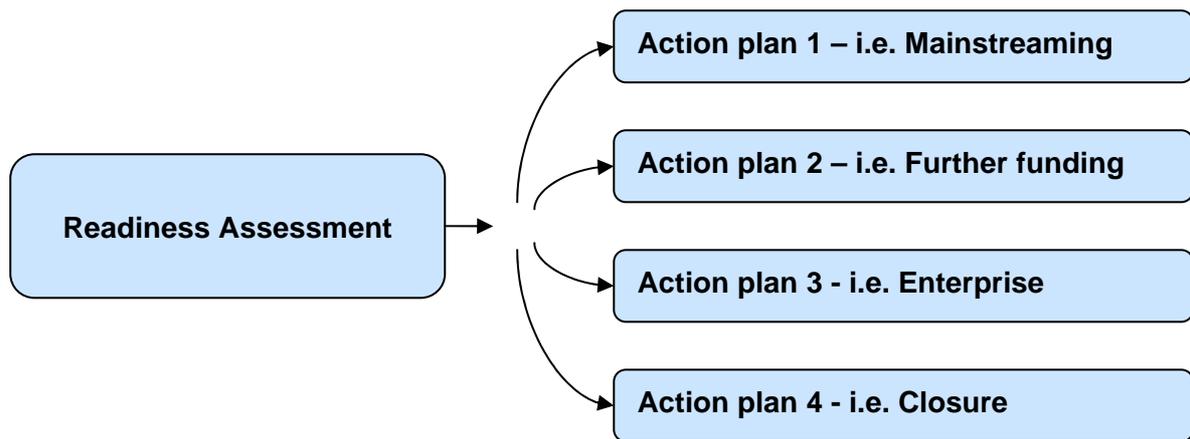
The demise or reduction in size of some of the more beneficent grant regimes of the late 1990s, including the Single Regeneration Budget, the European Structural Funds and, to an extent the Big Lottery Fund, has forced projects to give more serious consideration to their succession or exit strategies. All too often these are still seen almost entirely from the perspective of the promoter - as a ‘continuation strategy’ serving primarily the needs of the project itself - the interests of the funder and those of the end beneficiaries are often of secondary importance.

Different routes to ensuring a project’s succession

The How to Guide, and the companion Readiness Assessment Tool, focus on four possible routes to ensuring a project’s succession or managing its closure effectively. These routes should not necessarily be seen as alternatives. Some of the most successful SRB and ESF-funded projects have developed succession plans or exit strategies that encompass elements of all four – i.e. securing further grant funding for some of the project’s activity; mainstreaming other elements, generating income from the sale of the project’s marketable services, and closing down others.

In anticipation of a project’s exit from SRB or ESF, the idea of a ‘readiness assessment’ is not to duplicate the detailed evaluation work that projects are invariably required to undertake as a condition of funding. It focuses specifically on the degree to which a project is ready to move on, whether it is ‘investor ready’ in terms of being suitable for further grant or loan funding; whether it is fit for mainstreaming by one of the main funders of statutory services such as health (e.g. a Primary Care Trust), housing (e.g. a Registered Social Landlord or Local Authority) or one of the funders of employment or skills development (e.g. Jobcentre Plus or the Learning and Skills Council). Finally the assessment helps a project to think whether there is sufficient demand, or a market, for its services or products so it can generate its own income as a business. If none of these three routes seems feasible, the Tool also provides a comprehensive checklist for closing down the project.

Step 1 – self-assessment



Any assessment of a project's readiness for succession or closure is likely to be based on a variety of sources and types of information and input including:

- a) A range of stakeholder opinions – e.g. funders, the project manager/coordinator, partners and beneficiaries who can comment on the past experience and future potential of the project.
- b) Evidence of project success - this is essential if projects wish to continue beyond their current funding and will include its impact in terms of the delivery of contracted outputs, beneficiary progression (where applicable) and value for money. The process of collating evidence encourages projects to stand back, examine their impact and use this as part of their succession planning.
- c) Current thinking on exit or succession - the process of undertaking the readiness assessment will establish what the project anticipates will happen at the end of the grant funding period and help tease out ideas that staff, partners or trustees may have in terms of positioning the project on a particular succession pathway.

The Readiness Assessment is designed to be simple to use and applicable to as wide a range of projects as possible. It takes the form of a benchmarking scorecard linked to an action planning process. The scorecard is a Microsoft Excel-based system that invites an assessor to rate the project against a number of key success criteria, turning qualitative assessments into quantifiable and comparative benchmarks. The tool provides a project with a realistic assessment of its future sustainability and encourages action planning in order to follow a particular succession route.

Practical tips for planning effective project succession

Project capacity

The organisational and management structures of the project's delivery agency, and the ways in which resources are deployed to achieve high quality day to day delivery *and* secure the future, are important factors in determining whether project succession can and will be achieved. Aspects that need to be considered include: the diversity of the project's funding base; whether the legal form of the lead organisation is appropriate for achieving its objectives; the knowledge, skills and behaviours of the project leaders, delivery staff and Board/Steering Group; and the extent to which there is flexibility within the project's budget to enable resources to be allocated to securing the future.

Finances: *Strive for a diverse funding base*

It is important to avoid relying too heavily upon a single source of funding. Funding regimes and criteria change and reliance upon one, or even two, main funding regimes constitutes a risk to your project.

© **The Thames Gateway Youth Football Project**

Within 18 months of starting, the project began to search for additional funding to supplement and compensate for cessation of SRB. The project has successfully secured funding from 9 different sources – a mix of private, public and charitable funding; both cash and in-kind contributions.

© **Peabody Trust – Digital Learning Ring**

Ensuring the sustainability and spin-off potential of Peabody Trust's SRB programme was a key issue before the SRB-funded projects actually started. A rolling five year funding strategy was developed and a small group of managers, led by the Director of Community Development, have been responsible for on-going fundraising and identifying new sources of funding. This has enabled the regeneration team to access many diverse sources of funding such as corporate donors, tenants' legacies and other charitable trusts. Three mobile learning "Digi Vans" originally funded from SRB are now sponsored respectively by LB Wandsworth, Deutsche Bank and the European Social Fund (EQUAL).

Further help:

- 'Funding Formula' (for voluntary and community sector (VCS) organisations) available from LVSC: publications@lvsc.org.uk
- Grants online - www.grantsonline.org.uk
- J4b grants - www.j4bgrants.co.uk

Legal Form/Status: *Ensure that your legal status is 'fit for purpose'*

The structure and legal status of the project's lead organisation or partnership should be appropriate to meet the current aims and objectives of the project, as well as taking future plans and needs into consideration. There are advantages and disadvantages to different structures. For example, gaining charitable status opens up opportunities including tax benefits, business rate discounts and new fundraising opportunities; however, it also involves adhering to strict campaigning and financial reporting rules, considerable trustee obligations

and restricts activities to those with charitable purposes. In choosing an appropriate legal form for your project, you might also need to consider the rules for state aid.

Further help:

- State aid guidance - www.go-london.gov.uk/european_structural_funds/stateaid
- Forward thinking handbook - www.dta.org.uk
- Starting point guide for new social enterprises - www.sel.org.uk
- Choose the right legal structure for your business – www.businesslink.gov.uk
- Registering as a charity - www.charity-commission.gov.uk/publications/cc21.asp

Staff and skills: *Ensure you have access to the right mix of skills to achieve high quality delivery and strategic planning for the future and try to maintain structural stability in the run-up to cessation of project funding*

Strive to build a team with the right skills to enable you to deliver project activities *and* achieve succession. Ensuring stability within the project's delivery structures is an essential pre-requisite to efficient succession strategy development and implementation. Turnover of key staff can mean project closure. There is a need to keep staff motivated and engaged in the run up to the time when funding ceases. Key to this is the need to keep staff informed about what is happening and to ensure that their insights into opportunities for succession are actively sought and harnessed. If not, try to enlist external help and use this to build the capacity of project staff.

© **Off the Streets and Into Work**

Off the Streets and Into Work was awarded £14k from the London Housing Foundation in order to engage specialist external expertise in sourcing funding. The advisers identified potential funding opportunities and assisted with funding bids prepared by OSW - suggesting terminology and ways in which to address precisely the requirements of the funding regime. OSW wrote the bids themselves, but the advisers exported knowledge and skills which would enable OSW to bid really effectively in the future.

Further help:

- Partnerships with people - www.dti.gov.uk/pwp/
- Successful delivery handbook - www.ogc.gov.uk/sdtoolkit/reference/skills
- Implement a project handbook - www.renewal.net/toolkits/ImplementProject

Board/Steering Group: *Recognise your Steering Group as a resource for sustainability*

A positive, engaged and cohesive steering group speaking with one voice is a clear sign of a project's credibility. The steering group should not be focused solely on delivery. Use the insights and experience of members to spot opportunities and lobby on behalf of the project.

© **Creative Industries Development Agency (CIDA)**

CIDA recognised 2½ years ago that the ending of SRB programmes, and particularly the curtailment of EU funding post 2006, required the Agency to build on its in-depth relationships with its client base and consider succession strategies in order to continue to deliver its support services. The Board initiated a detailed planning process to re-position the

Agency from being a largely grant-based organisation, to become far more sensitive and responsive to different market demands. This has triggered consideration of the raison d'être of the organisation, reviewing everything from the management structure and legal status of the Agency (currently a company limited by guarantee, but without charitable status) to its membership and the potential commercialisation of its different services. In short, the Agency's Board has seen its post-SRB/EU progression and succession as an opportunity to engage the organisation in a longer-term development plan.

© **Pentahact**

This LSC Co-financed project (2002-4) worked in partnership with other local service providers in North London to support 50 adults with learning disabilities, mental health problems and/or autism who are long term unemployed, to gain at least one nationally recognised vocational qualification. From the outset, the project made it a priority to network and share ideas with a wider partnership steering group, comprising the Pentahact Group as well as the Barnet Action for Social Enterprise Group. The Steering Group has provided a source of contacts and the means of fostering relationships with bodies that have been key to mainstreaming the project, including Social Services, Jobcentre Plus as well as local businesses (sources of employment for the project's beneficiaries).

Further help:

- Ensure guidebook – www.ensure.org/guidebook
- “A Practical Guide to Setting Up your Management Committee and Sustaining Its Work” and “A Chair's First 100 days” - for small community organisations – www.cdx.org.uk
- Implement a project toolkit - www.renewal.net/toolkits/ImplementProject
- Build a partnership toolkit - www.renewal.net/toolkits/BuildPartnership

Leadership: *Drive, motivation and vision coupled with an ability to motivate others are powerful leadership attributes*

The success of a project is often determined by the ambition, drive and commitment of those who lead it and their ability to inspire and enthuse others. Attributes often associated with good leaders are an ability to communicate, to instil a shared vision, enthusiasm, empathy, an ability to delegate, competence, coolness under pressure and effective problem solving. External project champions – individuals or organisations that can harness support on behalf of the project - can also be great assets.

© **Cockpit Arts**

For this arts/creative industries business development company with bases in Holborn and Deptford, the requirement to focus on sustainability and succession planning takes up most of the Chief Executive's time. Her tips for success include:

- Remaining highly aware of the external environment and political climate in order to identify and promote ideas which meet funders' interests and priorities;
 - Using development plans as the key driver of change from the top to the bottom of the organisation;
 - Integrating fund-raising efforts into the strategic and business plans for the organisation;
 - Publicising the developmental aspects of the project in order to interest a wide range of funders, not least private-sector partners and local authority planners.
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Further help:

- How to manage people – www.renewal.net
- Successful delivery handbook - www.ogc.gov.uk/sdtoolkit
- Common purpose – www.commonpurpose.org.uk
- Investors in people - www.investorsinpeople.co.uk

Funding for Succession Planning: *Try to secure sufficient resource and capacity to plan for, and secure, succession*

One of the major barriers facing many projects is the lack of resource available to devote to succession planning and implementation. All too often effort needs to be focused on beneficiaries and on day-to-day management rather than securing the project's long-term future. Try to gain agreement from your funder to realigning some of the project's resources towards planning and securing succession. It is often in the funders' interest to give you the best chance to continue your activity in order that their investment achieves maximum impact and that that this is sustained for as long as possible.

© **Getting London Working (GLW)/Tomorrow's People Trust**

As the project was entering its penultimate year, the GLW Board agreed to a restructuring of the staff team in order to implement its Succession Strategy. This required reorganising the administration team and management structure and appointing a member of staff whose sole focus would be on business development, marketing and securing funding so that the work of GLW could continue and expand into other areas after 2006. The Succession Strategy, produced by an independent consultant, emphasised the need for sufficient resources to be allocated to promotion, bidding and fundraising in GLW's final year; a new Business Development Manager started in post in January 2005.

Further help:

- 'Funding Formula' (for VCS organisations) available from LVSC:
publications@lvsc.org.uk
- Implement a project toolkit - www.renewal.net/toolkits/ImplementProject
- Track progress toolkit - www.renewal.net/toolkits/TrackProgress/

Systems

All funding regimes are governed by rules and regulations aimed at ensuring that projects deliver their committed outputs and outcomes and that there are appropriate checks in place to ensure accountability in the way funding is allocated and managed. Funders will expect you to have established a project management system that is “fit for purpose” – it needs to enable you to meet all the project management, evaluation and progress and expenditure monitoring requirements. A track record of evidencing effective project delivery in accordance with targets and milestones is, in many cases, pivotal to building a case that can sustain a project’s future.

Performance Management: *Set up a project management system that distinguishes your project from other activities and is “fit for purpose”*

An effective project management system, involving both qualitative and quantitative methods of measuring the project's performance and monitoring how funding is spent, is essential to demonstrate to existing and prospective funders that their financial investment is secure and that you will deliver your contracted activities. You will need to “ring fence” the project's records from activities that may be delivered by the lead body so that you can demonstrate to funders and other stakeholders what the project is delivering for its money and its impact. Make sure you keep up to date with any changes to the project’s original objectives as the basis upon which to measure progress.

Further help:

- Track progress toolkit - www.renewal.net/toolkits/TrackProgress
- Implement a project toolkit - www.renewal.net/toolkits/ImplementProject
- Successful delivery handbook - www.ogc.gov.uk/sdtoolkit/reference/skills
- Project survival toolkit - www.audit-commission.gov.uk/Products/GUIDANCE/B3069556-7787-471E-9F99-2B8333BD0D48/projectriskassessmentNR.pdf

Quality Systems: *Establish quality management procedures that demonstrate commitment and practical actions to drive up performance*

Quality systems are essential not only to deliver a project effectively, but also to provide assurance to a funder/investor/client that the project operates to an appropriate or recognised standard. Projects should be able to demonstrate quality assurance systems that cover all operational aspects of the project and link clearly into driving up performance within the lead organisation. This might include the project’s lead organisation having a recognised standard of quality assurance/project management (IIP; ISO 9000; PQASSO), or that this is being actively pursued. It is not essential that this relates to a nationally recognised standard but you need to be able to demonstrate that in developing your systems you have covered everything you need to in order to demonstrate your practical commitment to excellence in delivery.

Further help:

- Track progress toolkit - www.renewal.net/toolkits/TrackProgress
- Implement a project toolkit - www.renewal.net/toolkits/ImplementProject
- Successful delivery handbook - www.ogc.gov.uk/sdtoolkit/reference/skills

- Project survival toolkit - www.audit-commission.gov.uk/Products/GUIDANCE/B3069556-7787-471E-9F99-2B8333BD0D48/projectriskassessmentNR.pdf

Monitoring and Evaluation: *You need to be able to provide evidence that your project is delivering to contract and you are striving for continuous improvement*

You need to have in place a system that will enable you to ensure that the project is proceeding as planned; collect accurate, timely and well-evidenced information that will alert you if you need to take action to ensure that the project stays on track and to enable you to complete claims; demonstrate to funders that outputs and outcomes have been met in accordance with the contract; and inform stakeholders of progress. It is a good idea to allocate responsibility to an individual for keeping abreast of progress, collating monitoring evidence and compiling this into a return for the funder. Make sure you are monitoring the right things to give you the data you require.

Progress monitoring needs to be supplemented by project evaluation, which goes beyond chiefly quantitative outputs to explore qualitative outcomes and broader impacts or outcomes. Evaluation commonly explores overall impacts, good practice for wider dissemination and aspects that need to be improved. Importantly, it highlights successes and helps you to make the case for further or continued funding.

Further help:

- Track progress toolkit - www.renewal.net/toolkits/TrackProgress
- Implement a project toolkit - www.renewal.net/toolkits/ImplementProject
- Successful delivery handbook - www.ogc.gov.uk/sdtoolkit/reference/skills
- Project survival toolkit - www.audit-commission.gov.uk/Products/GUIDANCE/B3069556-7787-471E-9F99-2B8333BD0D48/projectriskassessmentNR.pdf
- Scottish Enterprise's 'A Positive Guide to Evaluation' - www.scottish-enterprise.com/publications/positiveguide.pdf

Financial Systems: *Make sure that you can account for, and evidence, the expenditure of all public money*

Set up a financial management system that can identify and evidence all income and expenditure, demonstrate that all project expenditure is eligible, reflect the profiles envisaged in your original contract (and if not, why not) and reflect defrayment of expenditure during the financial year within which it is budgeted. You also need to be able to show how you have pursued value for money in the procurement of goods and services.

Further help:

- 'Funding Formula' (for VCS organisations) available from: publications@lvsc.org.uk
- Implement a project toolkit - www.renewal.net/toolkits/ImplementProject
- Voluntary sector financial management website - www.ncvo-vol.org.uk/Asp/search/microsites/main.aspx?siteID=3&slD=46

Risk: *Demonstrate that you have identified the major risks to delivery and set in place plans to mitigate them*

It is essential that you are able to demonstrate that you have identified the major risks to a project and have developed practical contingency plans for how they may be successfully mitigated. Typical risks include under-resourcing of projects including poor budget planning or lack of infrastructure (e.g. staff) to deliver it, lack of clear leadership and responsibility for delivering specific elements, poor decision-making/decision-making processes, lack of user demand or understanding of demand and inadequate systems and controls.

Further help:

- Successful delivery handbook - www.ogc.gov.uk/sdtoolkit/reference/skills
- Policy hub - www.policyhub.gov.uk/bpmaking/innovative_and_creative.asp#risk

Equalities: *A commitment to diversity needs to cross cut all aspects of your project*

Projects should be able to demonstrate clearly how equal opportunities have been considered in the design, delivery, management and refinement of the project and how it constantly raises awareness about equality issues. Project evaluation should explore how the project has addressed equalities issues and the project's impact upon promoting diversity.

Further help:

- Renewal.net guidance - www.renewal.net/Nav.asp?Category=:neighbourhood%20renewal:tackling%20exclusion:BME%20communities
- Government Office for London - www.gos.gov.uk/gol/docs/189146/198595/252705/equal_opp_guidance.pdf
- London Development Agency - www.lda.gov.uk/server/show/nav.001002007

Sustainable Development: *A commitment to sustainable development needs to cross cut all aspects of your project*

All projects need to demonstrate and promote social, environmental and economic sustainability. A project should be able to demonstrate how it tackles social exclusion and improves the life chances of its beneficiaries; contributes to environmentally responsible practices in its operations, as well as raising awareness of environmental issues; and supporting the future development of a sustainable community.

© **Building Sustainable Communities – Forest Gate and Plaistow**

The purpose of the £23m SRB funded Building Sustainable Communities programme is to create a stable, self-sustaining and diverse community in Forest Gate and Plaistow. The area is one of the most deprived in the East London area, with poor education levels and unemployment as high as 15.7% in one ward. The building Sustainable Communities project set up the Passmore (an Urban Regeneration Company) to deliver its exit/succession strategy. The plan was for the company to act as a delivery vehicle in the housing area and build up an asset base that would allow the company to take on the rest of the Sustainable Communities activities post 2006. A recent review of the company suggest that there are

challenges in terms of drawing down additional revenue funding and developing staff skills, but that it should be possible for Passmore to build on achievements to date.

© **Ealing Community Transport**

Ealing Community Transport (ECT) is an independent charitable not-for-profit organisation established for the benefit of the community. It is dedicated to building a network of economically sustainable enterprises committed to social and environmental objectives. ECT provides community and public transport, engineering services, environmentally sustainable re-use; recycling and other waste management services. Now 25 years old, ECT was originally entirely grant aided; it now turns over around £24m per year and employs more than 750 people. ECT's main areas of operation are:

- re-cycling - serving more than 2.75 million people in partnership with 16 local authorities;
- the provision of community transport for community and voluntary organisations, as well as providing advice and training;
- a successful public bus service, in partnership with Transport for London
- partnership in a community rail company;
- working for hospitals, community transport and other non-for-profit organisations by keeping their vehicles on the road.

Further help:

- Government Office for London - www.gos.gov.uk/gol/161420/161488/
- London Development Agency - www.lda.gov.uk/server/show/nav.001002005

Project delivery

Ability to demonstrate project planning and high quality delivery are essential pre-requisites for the project gaining credibility with, and the confidence of, potential future sponsors. It is important to be able to demonstrate that the project design and the structures proposed, or in place, are clear, customer focused and fit for purpose. Important aspects of project delivery include setting and adhering to clear objectives, consistently achieving and evidencing delivery of contracted outputs and outcomes, ensuring visibility of the project from the perspective of all key stakeholders and being able to demonstrate good value to investors.

Objectives: *Strive for SMARTER objectives, which are understood by all those involved in your project*

Short and long term project objectives need to be clear to project staff, customers/beneficiaries, partners and funders alike. Developing and adhering to objectives that are Specific, Measurable, Achievable, Realistic and Timebound, Evaluated and Reviewed (SMARTER) helps to ensure that consistent information about the project is conveyed by everyone involved in the project – from steering group to front-line delivery staff – and to all key stakeholders. Carefully constructed and articulated objectives facilitate the measurement of impact and success.

© Getting London Working (GLW)/Tomorrow's People Trust

The project felt a critical success factor to effective continuation of key aspects of delivery was commitment to the project's original principles and ethos – not compromising merely to secure additional funding that might not enable the project to deliver its core services.

Further help:

- Successful delivery handbook - www.ogc.gov.uk/sdtoolkit/reference/skills
- Track progress toolkit - www.renewal.net/toolkits/TrackProgress/
- Implement a project toolkit - www.renewal.net/toolkits/ImplementProject

Achievement of outputs and outcomes: *A track record of effective delivery is a powerful marketing tool*

Being able to demonstrate the achievement of milestones, outputs and outcomes in line with contractual commitments not only signifies a successful project, it offers evidence to future backers that the risk of your project failing to achieve realistic delivery targets is unlikely.

© Getting London Working (GLW)/Tomorrow's People Trust

The project felt that one of the key factors attracting policy makers and funders to its activities was the availability of good monitoring data and evaluation information, providing evidence of the project's impact/benefit and how this compares with mainstream provision (GLW measures up to one-year post placement of clients into work). This is particularly important if unit costs (i.e. per job; per learning outcome) might seem comparatively high.

Further help:

- Successful delivery handbook - www.ogc.gov.uk/sdtoolkit/reference/skills
- Track progress toolkit - www.renewal.net/toolkits/TrackProgress/

- Implement a project toolkit - www.renewal.net/toolkits/ImplementProject

Marketing and promotion: *Ensure that your project is visible to those who can help you to sustain it*

No matter how high the quality of the project, it will only survive with appropriate and effective marketing and promotion of its services and activities. The project needs to be visible to beneficiaries, policy makers, potential partners/collaborators and funders alike. Visibility and profile will make the forging of strategic alliances and the opening up of new funding opportunities easier to achieve.

© **Regenasis, the borough regeneration agency for Hammersmith and Fulham; Getting London Working (GLW)/Tomorrow's People Trust**

Regenasis recognises that profile, visibility and professional image are increasingly important ingredients for attracting beneficiaries and securing the support of funders and policy makers. It is now providing marketing and branding consultancy support to projects.

The Exit Strategy for Getting London Working points out the need for effective marketing and promotion of GLW's track record to deliver and replicate services if new sources of funding (particularly geographically-designated funding) are to be secured.

Further help:

- Neighbourhood Renewal Media and PR Toolkit, Office of the Deputy Prime Minister, Neighbourhood Renewal Unit - www.renewal.net/Documents/RNET/Policy%20Guidance/Neighbourhoodrenewalmedia.doc
- National Council for Voluntary Organisations - www.ncvo-vol.org.uk/asp/search/microsites/main_textonly.aspx?siteID=3&slD=29&subSID=270&documentID=2071
- Voluntary sector resources - www.volresource.org.uk/briefs/market.htm
- Implement a project toolkit - www.renewal.net/toolkits/ImplementProject

Value for money: *Proving that your project represents good value for the funding you have won, or are requesting, is essential for success in a competitive bidding environment*

Projects need to demonstrate that they are delivering outputs and outcomes that are favourable, certainly in qualitative terms, when compared with other similar projects or their own historical performance. It is a good idea to try to benchmark your costs with providers of other similar services. Try also to find out whether the funder has defined acceptable costs per output or activity and, where possible, fit your costs within those parameters. Alternatively be very clear about why your project costs per output or activity are higher.

Value for money can be defined in several ways. The following are two ways of testing whether your project represents value for money.

1. Using the "4 Cs" of 'Best Value', which are commonly used to compare and contrast the performance and value represented of public services:

- Compare: analyse the key features of your project against those of other providers – cost per output is a common, but relatively unrefined measurement.
- Challenge: has the project challenged itself to establish whether there is a need for the service and whether the service provided is the right one to meet the need?
- Consult: have you consulted existing or potential beneficiaries and stakeholders on what is really needed and how it should be delivered or done better?
- Compete: have you considered whether the current project promoter/delivery organisation is best placed to deliver the service now and in the future?

2. Based upon the Office of the Deputy Prime Minister's definitions of criteria for "enhanced" efficiency, is your project delivering:

- Greater outputs for the same amount of money
- Higher quality for the same amount of money
- Lower costs for the same quantity and quality
- Proportionately higher quality or greater outputs for an increased amount of money.

Further help:

- Select a project toolkit - www.renewal.net/toolkits/SelectProject/
- Regional Centres of Excellence - www.rcoe.gov.uk/
- Office of Government Commerce - www.ogc.gov.uk
- Efficiency matters - www.constructingexcellence.org.uk/pdf/lqtf/efficiency_matters.pdf

Partners and networks

It is important to ensure that your project has presence and visibility in the marketplace in which it operates and that you get noticed by people who are in a position to help your project continue. This includes getting to know and keeping in contact with: other agencies local to your area of operation that deliver complementary services or deliver to your client group; the local authority(ies) on your patch; people and organisations that make policy that impacts on your service; and local, regional and national funding bodies.

Knowledge of key decision and policy makers: *Effective networking can help you to deliver your project, as well as identify complementary activity and best practice*

Decisions on priorities for support are driven not only by local need, but by policy set at regional and national level. Being aware of those key policies that are relevant to the activities of your project and couching your lobbying for sustainability within those contexts will add weight to your efforts.

Further help:

- Government News Network - www.gnn.gov.uk
- New Start - www.newstartmag.co.uk
- Regeneration and Renewal - www.regen.net
- Joseph Rowntree Foundation - www.jrf.org.uk
- National Council for Voluntary Organisations - www.ncvo-vol.org.uk
- New Economics Foundation - www.neweconomics.org
- Economic and Social Research Council - www.esrc.ac.uk
- London Development Agency - www.lda.gov.uk
- Government Office for London - www.gos.gov.uk

Access to key decision and policy makers: *Aim to raise the profile of your project amongst decision and policy makers and demonstrate to them how you are helping to deliver their objective*

Statutory agencies are responsible for delivering government policy and interpreting what this means at a local level. They are also the custodians of large budgets. A good relationship with statutory agencies will enable you to raise the profile of the needs that your project is addressing and will increase your chances of gaining their support for activities that you deliver. Your chances of mainstreaming project activity will be considerably enhanced if you can demonstrate that you are helping statutory agencies deliver their objectives, particularly those that are difficult to achieve.

© **Getting London Working**

Getting London Working's host organisation and accountable body, Tomorrow's People Trust, has been working hard over the past two to three years to try to influence the political agenda on employment and to improve government contracting arrangements, which they perceive currently disadvantage the voluntary sector. There has been some success on the political front, with a GLW pilot in Camden cited in the Chancellor's pre-budget report of 2004 as an example of what the government wants to achieve with people on Incapacity Benefit.

GLW organised a policy seminar in May 2004 in partnership with the Social Market Foundation, with invitees from central government, and speakers from Jobcentre Plus and the LDA to discuss how models like GLW could help mainstream services to improve. This aimed to stimulate some 'blue sky' thinking or at least to raise the level of debate above 'where will the next £££ come from', whilst not letting go of the fact that GLW, like most SRB projects, need funding to survive. The Trust has also opened discussions with the British Medical Association over a joint conference during 2005 to highlight employment advice in doctors' surgeries in which GLW will play a key part.

Further help:

- Government News Network - www.gnn.gov.uk
- New Start - www.newstartmag.co.uk
- Regeneration and Renewal - www.regen.net
- Joseph Rowntree Foundation - www.jrf.org.uk
- National Council for Voluntary Organisations - www.ncvo-vol.org.uk
- New Economics Foundation - www.neweconomics.org
- Economic and Social Research Council - www.esrc.ac.uk
- London Development Agency - www.lda.gov.uk
- Government Office for London - www.gos.gov.uk
- Neighbourhood Renewal Media and PR Toolkit, Office of the Deputy Prime Minister, Neighbourhood Renewal Unit - www.renewal.net/Documents/RNET/Policy%20Guidance/Neighbourhoodrenewalmedia.doc
- Voluntary sector resources - www.volresource.org.uk/briefs/market.htm

Partners: *Partnership working is an opportunity to increase the breadth and depth of your delivery*

Partnership working should be second nature and embraced as an opportunity rather than a necessity. Effective engagement of partners and securing their buy-in to the project has great potential to add capacity, insights, expertise and resource to aid effective project succession. It also enables you to bid for larger contracts than your project might be able to handle in isolation. Use your partnership to review and evaluate the quality and relevance of your project's activities, to define what is working well and to be rigorous in recognising and dropping the least successful elements. Allocate clear responsibilities across the partnership for succession-related actions to add capacity to the project's delivery team.

© **Paddington Development Trust**

Paddington Development Trust (PDT) was formed in 1997 as a community-based regeneration company with socio-economic objectives. PDT's mission is "to create local conditions whereby disadvantaged people living in Paddington may become economically and socially independent". Effective partnership working is key to the Trust's success. At a local/neighbourhood level, PDT is running more than 60 projects in the areas of economic growth, knowledge and learning, diversity, inclusion and renewal, and sustainable development. It has also contributed to the development of a partnership infrastructure to sustain and develop project activity in four areas - Queens Park Ward, Harrow Road Ward, Westbourne Ward and Church Street Ward. The ethos behind this is to create relationships between excluded communities and mainstream agencies. PDT aims to facilitate those relationships. In addition, at the borough-wide level, PDT is a member of the Local Strategic

Partnership and also seeks to influence partners on a London-wide basis through its links with the LDA, Neighbourhood Renewal Unit and Government Office for London

Further help:

- Our Partnership - www.ourpartnership.org.uk
- Build a partnership toolkit - www.renewal.net/toolkits/BuildPartnership
- Smarter partnerships - www.lgpartnerships.com/

Communication with funders: A constructive contract manager - project relationship increases the chance of successful project delivery

It is important to build an honest and open relationship with your funder(s). This will pay dividends in terms of your ability to build into your project's delivery the capacity to focus some management effort / resources on sustaining your activity, and increase your chances of further funding.

© **Peabody Trust**

Peabody has always found it beneficial to ensure regular and honest communication with a project's key funder(s) in order to retain their cooperation. For example, this enabled the Trust to secure the LDA's agreement to merge Peabody's 3 SRB programme funds in order to make their management more efficient and allow for the introduction of greater flexibility.

Further help:

- Building relationships with charitable funders – www.community.foe.co.uk/resource/event_presentations/fundraising_relationships.pdf
- Track progress toolkit - www.renewal.net/toolkits/TrackProgress/

Engagement with key customers: Projects are more likely to correctly position themselves if they can evidence need from beneficiaries, customers and/or employers

Projects will need to show that they are clearly shaped and driven by demand - whether from beneficiaries/users of the project, or future clients such as employers. Policy makers and custodians of large programme budgets lack the capacity and connections to engage fully with those target communities and client groups which the government has committed to support. They are more likely to fund projects that can clearly demonstrate they are fully engaged with and have strong links to their clients and customers.

Further help:

- Define the problem toolkit - www.renewal.net/toolkits/DefineProblem/
- Neighbourhood Renewal Media and PR Toolkit - Office of the Deputy Prime Minister, Neighbourhood Renewal Unit - www.renewal.net/Documents/RNET/Policy%20Guidance/Neighbourhoodrenewalmedia.doc
- National Council for Voluntary Organisations - www.ncvo-vol.org.uk/asp/search/microsites/main_textonly.aspx?siteID=3&slID=29&subSID=270&documentID=2071
- Voluntary sector resources - www.volresource.org.uk/briefs/market.htm
- Implement a project toolkit - www.renewal.net/toolkits/ImplementProject

- Audit Commission; Listen Up! Effective community consultation - www.audit-commission.gov.uk/reports/AC-REPORT.asp?CatID=&ProdID=EA01768C-AA8E-4a2f-99DB-83BB58790E34
- How to create community participation - www.renewal.net/Nav.asp?Category=:toolkits:how%20to%20create%20community%20participation:Consultation

Forward planning

Planning a project's succession or exit strategy should start early; it should be an integral part of project management. All funding applications ask for evidence that succession of, or exit from, the project has been considered. All too often the opportunity this gives for creative thinking about sustainability is treated as a "tick box" exercise – understandably so, given that detailed plans for succession really depend upon and respond to a range of factors, not least the policy and funding environment at the time when the project is due to close. However, effectively responding to that environment requires flexibility, creativity, awareness of opportunities and barriers and connecting to communities and key people and agencies that can help you carry forward what works. This requires good business planning and creating a 'sustainability culture' throughout the project's organisational structure and delivery approach from day one.

Understanding the policy context: *Being able to place your project in the context of local, regional and national policy will add weight to your arguments for sustainability*

The best projects regularly scan the horizon to maintain an awareness of, and anticipate the policy context within which they are working and use the intelligence they gain to create opportunities for their project. This is just as true for local as it is regional and national policy.

© Cockpit Arts

Cockpit Arts has sought to secure its building as the means to securing the organisation's long-term sustainability. Anticipating the revision of the local Unitary Development Plan for Camden, the organisation entered into detailed negotiations with Camden Council successfully objecting to a planned amendment to the land use of the site and is now looking to take extra space in a building formerly part-occupied by the Council. In Deptford a successful partnership with a developer has secured more commercial spaces which Cockpit will be able to rent out as live/work units generating an estimated £60-70k per annum.

Further help:

- Government News Network - www.gnn.gov.uk
- New Start - www.newstartmag.co.uk
- Regeneration and Renewal - www.regen.net
- Joseph Rowntree Foundation - www.jrf.org.uk
- National Council for Voluntary Organisations - www.ncvo-vol.org.uk
- New Economics Foundation - www.neweconomics.org
- Economic and Social Research Council - www.esrc.ac.uk
- London Development Agency - www.lda.gov.uk
- Government Office for London - www.gos.gov.uk
- Neighbourhood Renewal Media and PR Toolkit - Office of the Deputy Prime Minister, Neighbourhood Renewal Unit - www.renewal.net/Documents/RNET/Policy%20Guidance/Neighbourhoodrenewalmedia.doc
- Voluntary sector resources - www.volresource.org.uk/briefs/market.htm

Business plan / strategy: *A robust business plan will encourage you to think strategically and put you in a better position to move forward*

Use the funding body's request to record your succession strategy in the project application as an opportunity, not a chore. Having an active project steering group, keeping them informed of sustainability issues and using them to good effect to help with succession, is a major asset to project succession. Developing a funding strategy, allied to the business plan, will also give your project credibility. Developing it will also make you step back and think strategically about what finance is available and which regime represents the best fit with the activities you wish to continue.

© **Royal Borough of Kensington and Chelsea Training for Work's "Positive About IT" and "Promoting Employment Diversity"**

These two projects seriously addressed sustainability at the funding application stage and found it a useful planning tool. The plans contained within the application formed a basis for review and revision at regular intervals by both the Steering Group and Management Team.

© **Park Royal Partnership Transport Links**

The project steering group always had project continuation in mind and has addressed it since project inception. The three Local Authorities and businesses on the Steering Group were absolutely clear about why the project should continue and what aspects in particular should continue. Their unanimous voice lent the project credibility, represented confirmation of need and support across the project's community of interest, and was key in influencing strategic agencies – notably Transport for London – to support project continuation. Notable was their success in persuading TfL to break with their usual policy of awarding capital grants only, by providing revenue for staffing costs.

Further help:

- Implement a project toolkit - www.renewal.net/toolkits/ImplementProject

Evidence of need/demand: *Evidence of need and/or demand will add weight to requests for funding, assistance or finance*

A good knowledge of the needs, demands and aspirations of the project's client groups is critical for successful delivery. Funders will require projects to show clearly that they understand beneficiary/client needs and ways to address them effectively.

© **Building London Creating Futures (BLCF)**

The Building London, Creating Futures Partnership was established in 2001 in response to evidence of a critical shortage of skilled labour in the central London construction industry and the difficulties experienced by many local people, particularly ethnic minorities and other disadvantaged groups, in finding and sustaining employment. Likely demand for construction workers from the growing number of regeneration sites springing up in central London, often in areas of high deprivation, provided a valuable opportunity to fill the skills gaps with suitably trained local people. The partnership has been led from the outset by the London Borough of Southwark, with a wide range of members drawn from the public, private and voluntary sectors. The initial seed funding came from the Skills Development Fund through the LDA, and covered a pilot from August 2001-March 2002 prior to the project being rolled out across central London. The pilot centred on two workplace co-ordinators (WPCs), one employed by

MACE Ltd, and based at its More London site at London Bridge; the second employed by Bovis Lend Lease based at its Paddington Development. The pilot was a success and the initiative has since been expanded to major development sites across central London and is now being rolled out to major construction sites in the Thames Gateway, to meet the demand for construction workers, not least to build the 2012 Olympic venues.

Further help:

- Define the problem toolkit - www.renewal.net/toolkits/DefineProblem/

Evidence of Impact: *Measuring impact against a baseline allows you to show others the difference your project is making*

It is essential that projects are able to demonstrate a clear baseline position of the conditions and needs at the outset of the project as a basis from which to demonstrate its impact. Evidence can take the form of periodic baseline assessments and reviews, which will require measuring the key conditions that are relevant to the project. These might include employability levels; a supply and demand analysis; incidence of homelessness or particular health indicators etc.

© **Shoreditch - New Deal for Communities and Transport for London**

Poor transport links can limit access to employment and training in disadvantaged areas. A new East-West “Hoppa” bus route, funded initially by Shoreditch New Deal for Communities, following consultation with the local community, has helped residents travel to work, visit health services and attend local colleges and schools. After a year’s piloting of the new route, the Shoreditch Trust has provided sufficient evidence of demand and take up of the new service (over 2000 passengers a week) to convince Transport for London (TfL) to take over and mainstream the service. TfL has now incorporated the route into its own bus operations and increased the service to four buses an hour. (Source - ODPM)

Further help:

- Successful delivery handbook - www.ogc.gov.uk/sdtoolkit/reference/skills
- Track progress toolkit - www.renewal.net/toolkits/TrackProgress/
- Implement a project toolkit - www.renewal.net/toolkits/ImplementProject

Adaptability: *Embrace change as an opportunity and don’t be afraid to question what you are currently doing*

One of the key success factors recognised by many projects is the need to question regularly whether the project is still needed and, if it is, should it be doing the same things in the same way? Is it continuing to add value to what is already there? There is a need consistently and regularly to review the role of the project against beneficiary needs and current policy demands.

© **Getting London Working (GLW) and Tomorrow’s People Trust**

The partnership is very aware that it will be difficult to sustain its generic employability/job brokerage programme post cessation of SRB in 2006, the main reasons being low unemployment, and policy and programme changes affecting Jobcentre Plus’ focus and priorities and who it funds as a result. GLW is focusing on what sets it apart from others in order to continue delivering some of its services, albeit on a reduced scale and is

strengthening and promoting these niche areas, particularly those that chime most with policy imperatives (e.g. focusing on incapacity benefit claimants). It is also building partnerships with other organisations that will enable it to develop and deliver additional and complementary services and has been successful in securing additional ESF Co-financing for a new partnership project in Central London focusing on creating learning and employment opportunities for the homeless.

Further help:

- Successful delivery handbook - www.ogc.gov.uk/sdtoolkit/reference/skills
- Track progress toolkit - www.renewal.net/toolkits/TrackProgress/

Fundraising: *Make your fundraising strategic and focused and remember to invest sufficient resources in order to raise further funds*

A fund-raising plan helps to focus a project's efforts to secure future finance. Some projects undertake fund-raising in-house; smaller projects may be supported by larger agencies in their fund-raising activities; and some decide to appoint a fundraiser. Both fund raising in-house and the appointment of an external fundraiser will require devoting some staff time away from front-line delivery.

Further help:

- Building relationships with charitable funders - http://community.foe.co.uk/resource/event_presentations/fundraising_relationships.pdf
- 'Funding Formula' (for VCS organisations) available from LVSC: publications@lvsc.org.uk
- Grants online - www.grantsonline.org.uk
- J4b grants - www.j4bgrants.co.uk
- Grant tracker - www.grant-tracker.org
- Institute of fundraising - www.institute-of-fundraising.org.uk
- NCVO sustainable funding website - <http://195.167.181.220/Asp/search/microsites/main.aspx?siteID=3&SID=27&subSID=105>

Current sources of income: *Aim for a diverse funding base with sufficient capacity to develop and grow through reinvesting earned income*

Projects with the strongest chance of securing their future will have sufficient scope within the project to accommodate development and growth, as well as enable current targets and contractual obligations to be met. If all, or most of your income fits into just one of the following categories (public-sector grants, charitable trusts or private sponsorship), it is advisable to try to diversify your funding base. A healthy income from the delivery of public service contracts or earned income (e.g. from a realisable asset or the sale of products or services) is a positive indicator of a project's readiness for mainstreaming or the enterprise route to succession.

© Creative Industries Development Agency (CIDA)

CIDA's plans to generate a greater mix of income by providing a wider portfolio of products and services, include

- maximising contract opportunities (i.e. to deliver specific arts and creative industries-related services to local authorities, creative hubs, regeneration organisations and business support agencies such as the LDA and Business Link) as well as developing income from particular membership services and communication tools such as CIDA's web services.
- Diversifying the client base, both by expanding CIDA's reach beyond the inner East London boroughs and the City Fringe and also by identifying new potential customers such as the Arts Council (e.g. providing training and business support for Arts Council funded projects).
- Maximising the business-to-business opportunities presented by the opening of the new Rich Mix Centre in Shoreditch in 2006, the new-look multi-service libraries known as Idea Stores in London Borough of Tower Hamlets and the recommended model for a new Cultural Hub in the City Fringe.
- Developing a consultancy service for other would-be cultural development and regeneration focused agencies in the same way, for example, as the Cat's Pyjamas has developed a consultancy business for would-be social enterprises and intermediate labour market projects based on the success of high-profile models in Liverpool.
- Investigating the suitability of a new legal form or status, including possibly that of a Community Interest Company once the pros and cons of this new vehicle become clearer.
- Focusing in the longer term on the potential for CIDA to acquire an asset base and build up reserves in order to sustain the organisation.

Further help:

- Building relationships with charitable funders - http://community.foe.co.uk/resource/event_presentations/fundraising_relationships.pdf
- 'Funding Formula' (for VCS) available from: publications@lvsc.org.uk
- Grants online: www.grantsonline.org.uk
- J4b grants: www.j4bgrants.co.uk
- Grant tracker - www.grant-tracker.org
- Institute of fundraising - www.institute-of-fundraising.org.uk
- NCVO sustainable funding website - <http://195.167.181.220/Asp/search/microsites/main.aspx?siteID=3&siteID=27&subSID=105>

Succession Routes

The following section lists some additional information on other toolkits that can assist projects planning a particular succession route:

- **Mainstreaming** – transferring particular aspects of a project and/or knowledge, lessons and best practice arising from the project's delivery in order to influence the way public sector services are provided
- **Further funding** – identifying alternative sources of grant funding or loan finance in order to continue a project's activity
- **Enterprise** - developing an alternative business and/or operational model, through commercialising aspects of the project, or creating a realisable asset base in order to bring in sustainable income to the project
- **Closure** – winding down a project's activities as efficiently and effectively as possible in order not to impact adversely on the project's staff and its clients, and to capture the benefits and any lessons learned

Category	Toolkit	Description	Website	Form (Online? Paper-based?)	Who produced it (and why)?	Who might find it helpful/has used it?	Cost	Keyword(s)
Mainstreaming	Influence the Mainstream Toolkit	Realigning the design and delivery of mainstream service provision is a key aim of neighbourhood renewal. In addition to focusing on their immediate delivery priorities, renewal partnerships have to develop strategies for influencing the support decisions of agencies that will still be in operation once the project's particular funding has finished. The toolkit contains advice on establishing a baseline and developing effective inter-agency cooperation.	http://www.renewal.net/toolkits/InfluenceMainstream/	Downloadable documents	Renewal.net	Intended mainly for partnerships in regeneration and renewal	Free	Mainstreaming ; Neighbourhood Renewal
Mainstreaming	Office of Government Commerce (OGC) Successful Delivery Toolkit	OGC's Successful Delivery Toolkit describes proven good practice for procurement, programmes, projects, risk and service management. The Toolkit brings together policy and best practice in a single point of reference. It helps you to ask the critical questions about capability and project delivery as well as offering practical advice on how to improve. Contained within the toolkit is guidance on project closure.	http://www.ogc.gov.uk/sdtoolkkit/	Web-enabled guide	The Office of Government Commerce	Any project or organisation considering how best to successfully close.	Free	Closure; Exit strategy; Project Management; Good Practice
Mainstreaming	Act Local. Community Planning For Sustainable development. The Duthchas Handbook	The Duthchas Project brought together 22 public agencies in 3 communities to develop strategic planning with clear commonality of vision, goals and objectives, and a coherent action plan. Focusing on the theme of sustainable communities the lessons for Community Planning range from planning a partnership through mapping the area to measuring progress	http://www.duthchas.org.uk	Downloadable pdf	The Duthchas Project was a demonstration project funded by the EU Life Environment Programme from 1998-2001. The Project worked with 3 Communities and 22 public agencies	Individual partnership representative, Organisational member, Partnership	Free	Sustainable communities; Project management; Partnership
Mainstreaming	Community Participation: A Self Assessment Toolkit for Partnerships	Engage East Midlands has a practical toolkit to enable more inclusive partnership working with regards to community participation. Chapters include tools for the start up, planning, implementation, evaluation and renewal phases	http://www.engage-em.org.uk/		Engage East Midlands - an independent voluntary organisation established in 1996 by East-Midlands based voluntary and community sector groups			Partnership; Start up; Planning; Implementation; Evaluation; Renewal
Mainstreaming	A project survival toolkit	Projects are grouped under four headings: operating environment, partnerships, communities and project management to develop a project survival tool kit aimed at helping those projects that require public money if they are to continue to meet local needs.	www.audit-commission.gov.uk	Downloadable document	Audit Commission	Any project or organisation considering how best to successfully continue	Free	Partnership; mainstreaming ; survival

Category	Toolkit	Description	Website	Form (Online? Paper-based?)	Who produced it (and why)?	Who might find it helpful/has used it?	Cost	Keyword(s)
Further funding	Funding Formula	An holistic guide to resource development for voluntary and community organisations. Funding Formula uses the word fundraising to cover everything that is involved in securing a stable financial future: from strategic planning, to developing a new project, and to writing an application for funding	Funding Formula can be obtained by contacting the LVSC publications team on publications @lvsc.org.uk	Paper-based document	Jane Standing	Voluntary and community organisations	£10 from the second tier advisors network (free for STAN members)	Funding; Grant; Application; Business Planning
Further funding	Grants Online	Grants Online enables you to access the very latest information on grant funding opportunities from the European Union, UK Government, Lottery, Regional Grant Making Bodies and Grant Making Trusts. Grants Online is a unique "one stop" information portal featuring: the latest news on grant funding opportunities relevant to UK businesses, public and community based organisations; a fully interactive and searchable grants database to help you identify relevant grants; grant directories and mind maps that provide an overview of what grants are available; and information on the latest calls for proposals and application deadlines.	www.grantsonline.org.uk	Searchable online database	Grants Online is produced by a network of professionals with a background in economic development, regeneration, ICT and external funding	Anyone looking for information on sources of funding.	Yearly subscription rates from £100	Funding; Grant;
Further funding	J4b grants	J4b is a funding website for voluntary organisations and small businesses that provides comprehensive information on government funding.	www.j4bgrants.co.uk	Searchable online database	J4b plc is an information services company offering research, information publishing, technology and business services to a wide range of public and private sector clients in the UK and abroad.	Voluntary organisations and small businesses	Some free alert services; full subscription rates from £6 per day	Funding; Grant;

Category	Toolkit	Description	Website	Form (Online? Paper-based?)	Who produced it (and why)?	Who might find it helpful/has used it?	Cost	Keyword(s)
Enterprise	Development Trusts Association Health Check Tool	A community enterprise business development tool as a practical way to review how a prospective development trust is doing, and think about where they want to go.	www.dta.org.uk	Self-assessment questionnaire	Development Trusts Association staff and trust practitioners	Development trusts and prospective development trusts	Free to Development Trust Association Members	Social enterprise; Self-sufficiency; Entrepreneur; Development trust
Enterprise	Forward Thinking Handbook	Part of the forward thinking programme designed by the Development Trusts Association in London, aiming to help people involved in SRB schemes with their forward strategy beyond the funding period. It is built on the experiences and reflections of people who have been involved in Development Trusts and community based regeneration for over 20 years.	www.dta.org.uk	Written handbook	Development Trusts Association as part of its Forward Thinking programme	Projects looking to become self-sufficient	Used with Development Trust Association Members	Social enterprise; Self-sufficiency; Entrepreneur; Development trust
Enterprise	Investor Readiness Toolkit	A highly interactive (CD Rom) tool designed to assess a project/organisation's readiness for investment. The tool has built in some key financial ratios (e.g. surplus to income; staffing costs to income etc) and business indicators which show up as Good, OK or Poor based on the inputting of the project/organisation's last 3 years of accounts	www.ceis.org.uk	CD Rom	Community Enterprise in Strathclyde as part of a project to drive up investment finance for the Social Economy. Funded by EQUAL (ESF) and the Scottish Executive	Social Enterprises and potential social enterprises in the voluntary sector	TBC	Investment readiness; Business plan; Budget
Enterprise	Self Assessment Capacity Building Checklist Tool	Capacity building tool developed as part of the LB Tower Hamlets Third Sector Strategy to involve more voluntary and community-based organisations in the delivery of public services	www.towerhamlets.gov.uk	Paper based and MS Excel	London Borough of Tower Hamlets and consultancy support from IPPR/New Economics Foundation	Voluntary organisations intending to increase the amount of service provision under contract to Statutory Agencies	Free	Capacity building; Self-sufficiency
Enterprise	Starting Point Guide for New Social Enterprises	This Starting Point Guide is designed to encourage those people considering setting up a social enterprise and established social enterprises to best utilise the resources that are available to support and develop their organisation. It is also aimed at voluntary organisations in the process of transforming and becoming a social enterprise and social entrepreneurs.	www.sel.org.uk	Online	Social Enterprise London	Anyone considering setting up a social enterprise	Free	Social enterprise; Self-sufficiency; Entrepreneur

Category	Toolkit	Description	Website	Form (Online? Paper-based?)	Who produced it (and why)?	Who might find it helpful/has used it?	Cost	Keyword(s)
Closure	Ensure Guidebook	The Guidebook contains the key issues for regeneration of deprived urban neighbourhoods. Each issue is independently represented by a "building block": brief text defining the issue, some statements emphasising important aspects as common denominators, and points noting questions that are most difficult to resolve and that may call for individual solutions in different local circumstances.	http://ensure.org/guidebook/	Web-enabled guide	The ENSURE guidebook for regeneration of urban deprived neighbourhoods is the result of the Innovative Urban Planning Management project, 1998-2001, co-financed by Interreg IIC European Regional Development Fund and the Danish Ministry of Housing and Urban Affairs, and based on the experience of its partners.	Projects involved with the regeneration of deprived urban neighbourhoods	Free	Closure; Exit; Lasting Impact
Closure	Implement a project toolkit	The toolkit covers a number of project implementation issues including a section on planning for the future. The tool introduces some key elements of good practice in forward planning, looking at issues such as succession arrangements, project survival and mainstreaming, good housekeeping and orderly closure arrangements.	http://www.renewal.net/toolkits/ImplementProject/	Downloadable documents	Renewal.net	Intended mainly for partnerships in regeneration and renewal	Free	Partnership; Planning; Closure; Exit
Closure	Office of Government Commerce (OGC) Successful Delivery Toolkit	OGC's Successful Delivery Toolkit describes proven good practice for procurement, programmes, projects, risk and service management. The Toolkit brings together policy and best practice in a single point of reference. It helps you to ask the critical questions about capability and project delivery as well as offering practical advice on how to improve. Contained within the toolkit is guidance on project closure.	http://www.ogc.gov.uk/sdtoolkit/	Web-enabled guide	The Office of Government Commerce	Any project or organisation considering how best to successfully close.	Free	Closure; Exit strategy; Project Management; Good Practice