

EACVS Modernisation Project

Funding Centres of Excellence

Produced by:

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Executive Summary

Background and methodology

ChangeUp, managed by Capacitybuilders, is a programme of capacity building for the infrastructure of the voluntary and community sector, developed in partnership with the sector. As part of this programme, the Essex, Southend and Thurrock Infrastructure Consortium (ESTIC) commissioned the Essex Association of Councils for Voluntary Services (EACVS) to investigate areas of CVS work that could be delivered more efficiently as part of a Modernisation Agenda. This included amongst other things community accountancy, communication and funding advice. EACVS members set up small Task and Finish Groups to carry out this work. The funding task and finish group was led by CVS Tendring and included Voluntary Action Epping Forest, Chelmsford CVS and Southend Association of Voluntary Services.

Its Terms of Reference were:-

To map the provision of funding advice and services across the CVS network in Essex, Southend and Thurrock.;

To incorporate the findings of the recent Big Lottery Survey of Funding Advice;

To evaluate the mapping;

To provide a report and recommendations based on the outcomes of the mapping exercise;

To ensure that an evaluation is carried out which measures the change in quality of the service;

To implement a full Centre of Excellence.

In order to achieve the objectives set, a questionnaire was sent to all 14 CVSs (attached at Appendix A) which has been analysed and is reported on below.

Main findings

13 people are employed by Essex CVSs to provide funding advice with salaries ranging from NJC scale 5 point 22 to SO2 point 32 (£19,126 to £27,052).

The term funding advisor is a bit of a misnomer as many of the postholders provide a range of advice, support, training and information in order to support groups with their organisational development and to improve their sustainability.

Funding sources for posts are varied, inconsistent and generally short to medium term.

Attendance at networking events, use of codes of practice and accreditation of staff varies widely across the County with no consensus on minimum requirements.

There is no consistency in terms of training provided for groups.

A variety of funding databases are used and no analysis appears to have been undertaken to determine which of them provide the best service, value for money and results.

Introduction

Investment in funding advice across CVS organisations, linked to organisational development and capacity building can unlock significant further investment for the voluntary and community sector. This research has been conducted across the Essex CVS network and analyses the services provided across Essex. A questionnaire was sent to the 14 organisations shown below. A list of respondents is included at Appendix B. It should be noted that for the purposes of the research, VAEF and RSH provided one response as these organisations share a funding advice service. However, for statistical purposes they have been treated as two separate services.

Basildon, Billericay and Wickford Council for Voluntary Service (BBWCVS)

Braintree District Voluntary Support Agency (BDVSA)

Brentwood Council for Voluntary Service (BCVS)

Castle Point Association of Voluntary Services (CAVS)

Chelmsford Council for Voluntary Service (ChCVS)

Colchester Community Voluntary Services (CoCVS)

Voluntary Action Epping Forest (VAEF)



Rainbow Services Harlow (RSH)

Maldon & District Community Voluntary Service (M&DCVS)

Rayleigh, Rochford & District Association for Voluntary Service (RRAVS)

Southend Association of Voluntary Services (SAVS)

Community Voluntary Services Tendring (CVST)

Thurrock Council for Voluntary Service (TCVS)

Council for Voluntary Services Uttlesford (CVSU)

Background

Essex is a county north of London that has both a mix of rural, coastal and urban communities. Parts of Essex are in the top quartile of the most deprived wards in the country. There are hundreds of voluntary and community organisations (VCOs) working across Essex who provide services to those people in their local community who are the most isolated, vulnerable and deprived improving their life chances and those of future generations. Many of these groups ensure that preventative work is taking place as services via the statutory and private sector become increasingly limited in their admissions criteria. Service provision is often free across the voluntary sector and funding pathways must be established and sustained to continue to provide these services. Significant advice and support in this area is provided to VCOs by their local CVS and this research has been carried out to analyse how these services are run, how they are accessed by the voluntary sector and to compare the levels of service provided across the County. As a result of this research it should be possible to establish the key features of a funding advice centre of excellence and to subsequently ascertain whether it is viable to deliver an equitable service across Essex.



The Essex CVS Funding Advice Service

12 CVSs responded to the survey all of whom provide an advice service across Essex. The posts vary from Funding Advisors/Officers/Co-ordinators to Thriving Third Sector Co-ordinator to the role being split between the Director and a Development Officer. Some postholders are described as funding *and* development whilst others just specify the funding in their title. One CVS role is titled Trust and Statutory Fundraiser. There is a



fairly wide variance in pay scale (between £20,000 and £27,000 f.t.e per annum approx.). 4 CVSs fund either all or part of their service from core funding although one of these is also [art funded by the Big Lottery]. The joint VAEF/RSH post and the Chelmsford post are also funded by the Big Lottery through their BASIS programme. This programme aimed to ensure that voluntary and community organisations throughout England have access to high quality support that will help them be more effective. Funding under this programme runs for a further three years and it is not anticipated that the programme will run again leaving a question mark over how these services will be funded in the future. Of the remaining CVSs, 2 posts are funded through PRG, 1 through an SLA with the Local Authority, 1 by the PCT and 1 through income generation. The remaining life of the externally funded posts varies from one to three years. 7 of the funding roles have a variety of specific qualifications linked to the role: from the Institute of Fundraising, Management and other non specific qualifications, 4 people have no formal funding advisor qualifications, although one CVS is actively seeking funding to gain an accreditation for the post holder.

Funding Advice

Most funding advice takes place face to face at the CVS premises or at the voluntary group's premises, with booked appointments. Equally there are a high number of telephone advice sessions, as well as email and networking sessions. Surgeries, events, funding news briefs and newsletters and website updates are used to disseminate funding information and guidance.

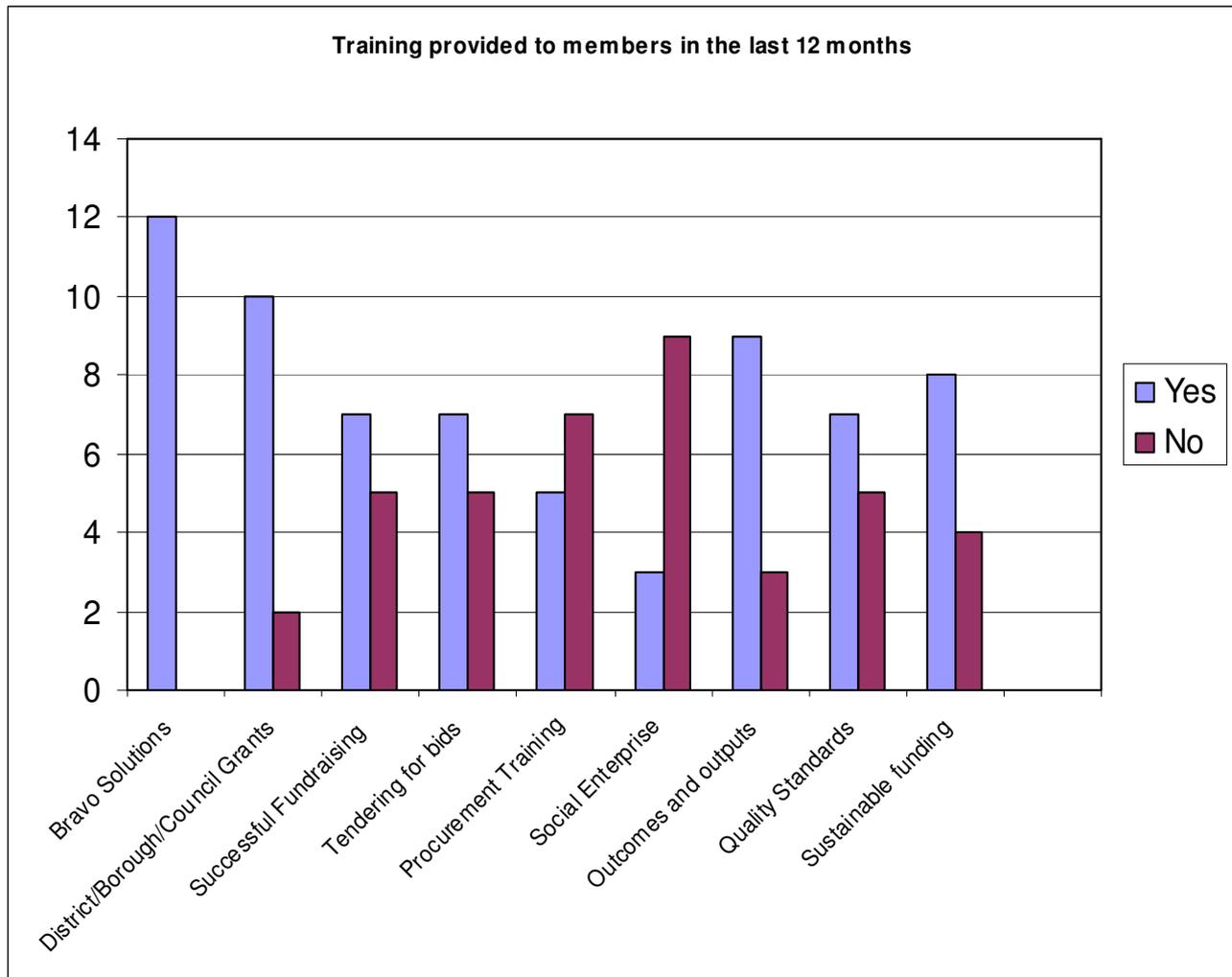
Six CVS organisations held specific funding fayres or "Meet the Funder" sessions. 2 used the Essex Community Money Marketplace. In the past 12 months six organisations held 16 events across



Essex, this ranged from 1 to 7 events. One CVS explained that they only held events when it was deemed necessary, for example if a funding programme had been announced for a specific fund. Another CVS holds a 'Funding Friday' drop in session for two hours every week whilst another CVS said it was the role of organisations such as the Essex Community Foundation to promote funding and funders, as they were more professionally adept at this work.

Training & Development

All of the CVSs that responded provide training to their members either directly or through Voluntary Sector Training (VST) in various aspects of funding advice and organisational development. This includes both support in applying for funding through specific funders/programmes e.g. Bravo Solutions and Local Authority Grants and support in other areas likely to assist in securing funding as shown in the chart below:-

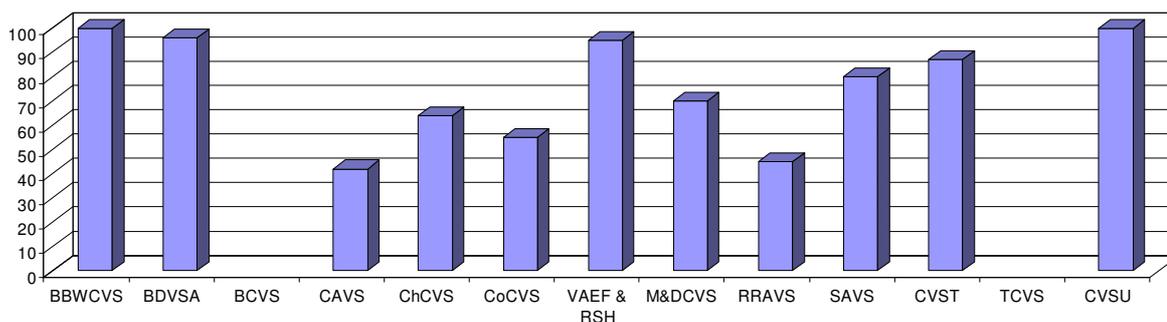


In addition to the training listed above, CVSs reported holding other relevant training courses including Marketing, Full Cost Recovery, Budgeting/Managing Finances, Strategic Planning, Developing Policies, PQQs Dos and Don'ts and Charity Accounts. Briefing Sessions for groups applying to other specific funders/programmes such as Awards for All and Reaching Communities have also been held by a number of CVSs.

Administration and Take up of Funding Advice

The number of groups that have been supported with funding advice across Essex CVSs over a 12 month period range between 42 and 100 per CVS. Over 800 groups overall across Essex have accessed funding advice and support.

Number of groups that have received funding advice in the last year



In terms of funding software/packages, the most popular of these is GRANTnet (provided by GRANTfinder) which 8 CVSs use. 1 CVS was using this until November 2009. Of the remaining 3, 1 CVS reported that it is available through the District Council whilst the other 2 do not use it at all. Funder Finder was the second most popular programme with 7 CVSs using it. 3 CVSs use the Open4Community (J4B) software package although only one of these make it available to their members via their website. Other facilities used to assist groups in finding potential funders include Funding Central (NCVO), Trustfunding.org (DSC) and Fit4Funding (which provides access to GRANTnet and a regular newsletter). A higher level of analysis of each of these services may be useful in order to identify which of them provides the best service, value for money and results.

6 CVSs produce a bespoke funding newsletter which is sent out weekly (1 CVS), monthly (4 CVSs), bi-monthly (1CVS). All of the CVSs except one include funding news as part of their regular CVS newsletter with some sending additional e-bulletins and funding updates in addition to this. Again, a higher level analysis of this work could identify the level of duplication across the County and whether or not it would be viable for this work to be undertaken by one CVS or a small group working together.

Two CVSs, SAVS and CoCVS, have stated that they provide grants to organisations from their own funds and three, namely CoCVS, RRAVS, and CVST administer grants on behalf of other organisations. Five local authorities provide some funding advice to groups, although this is mainly through Grantnet. The questionnaire did not include a request for information on the relationship between the CVSs and District/Borough/Unitary Councils and/or PCTs but this may be another area where future analysis would be useful.

Funding Networks and Codes of Practice

11 of the CVS funding advice services belonged to wider networks, which help to increase their knowledge, skills and the sharing of information. This includes attendance at Funding Advice Workers Network meetings, Essex Funding Forum, Funding East and the Institute of Fundraising (IoF) virtual forum.

9 groups work to funding codes of practice including the Institute of Fundraising's Code of Practice, those established by the Compact or their own code. In order to develop funding centres of excellence it may be appropriate to establish a single code of practice to be used across all CVS funding advice services. This could be as simple as adopting the IoF code, developing a bespoke code for Essex or looking more closely at the principles of the Essex and local Compacts to develop a suitable code. The adoption of a funding code of practice would ensure a fair and equitable funding regime and could be viewed by groups as a professional standard.

Supporting Grant Applications for Voluntary and Community Organisations

10 of the organisations who took part in the research act as a referee on grant applications. 11 CVSs do not complete application forms for their members. It can be argued that by not completing application forms on behalf of VCOs it enables them to understand and develop the skills needed to do this themselves thereby empowering them and leading them towards improving their sustainability. However, there may also be an argument for CVSs to employ a specialist who can undertake the role of fundraising 'troubleshooter' for VCOs with lean management and staffing structures in order to equip them with the skills, knowledge and support needed to compete with the private sector and larger national charities who employ consultants and key professionals who are highly skilled in winning bids and securing grants in charitable funding rounds leaving the voluntary sector sometimes looking ill equipped and less professional.

Relationships with funders

There are strong County links with funders both local and national. Contact appears to be very regular across the County with a range of funders. This has been highlighted as an essential feature for a Centre of Excellence. It is apparent that some CVS organisations regularly monitor how many applications are made, the quality, the standard of applications and any funding rounds that are imminent. Some CVS organisations have established specific meet the funder events/ surgeries that have given groups the times and support to investigate future funding.



Monitoring of CVS Funding Advice Services

There is a range of monitoring and feedback styles that CVS organisations use to assess their Funding Services. The majority collate quantitative data as well as asking voluntary group representatives to give feedback. Some use an annual survey to gain comments about the service. Feedback after funding events is collated, as well as follow up calls and emails. In some areas groups are contacted three months from the initial application for support and progress and success is tracked. A few CVS organisations have a structured evaluation system as part of their

practice, this links to either the funding and monitoring regimes they need to be compliant with or SLA targets and other internal strategic and delivery plans. Paper and computer logs are kept by a few CVS teams, whilst others have a very formal approach of using the evaluation to report progress to CVS Trustees and using this information in their annual report. It may be beneficial to introduce a standardised method of reporting and collating statistics in relation to funding advice and for all CVSs to record the level of support given and the amounts of funds raised across each district/borough. This would inform the amounts of funding coming into the sector, return on investment and the support given to the local community and economy.



Growing Sustainable Organisations

The support provided in order to develop organisations increases their individual skill, confidence and ability to win grants and contracts, ensuring they can establish themselves as strong groups. Often funding is the carrot that helps us build a relationship with organisations on wider issues such as policy development, robust management structures, training and this helps voluntary and community groups build their capacity and their organisations so that they can offer better services and continue to attract funding. The longer term nature of voluntary groups establishing and developing their organisations is very much part of the Funding Centre of Excellence role. Some examples of support being offered to varying degrees in order to skill up voluntary groups to have a longer term funding strategy are listed below:

- Thriving Third Sector Co-ordinator - developing the voluntary sector and ensuring staff/ volunteers/ Trustees have the tools and skills they need to develop their organisations. There are networking and best practice sessions as well as specific training programmes.
- Voluntary sector development is being piloted in one district with a small group of six charities.
- Management Matters Project- offers governance advice sessions and training. The service aims to provide practical advice and support.
- Procurement support and training in conjunction with the local authority. Workshops have given groups training on procurement and how to develop and work in this new environment
- Advice and support on performance monitoring, quality systems and business development.



The charitable sector means business these days. It has to. A growing number of organisations have to fight for grants, donations and support, often from the same sources and at the same time. The result is that organisations find themselves pulling in several directions. All of a sudden, from the outside world it begins to look as though the charity exists to raise funds, and not to pursue its chosen goals and serve its beneficiaries.

As more and more charities are discovering, the only way to survive is to move toward a method of funding that is efficient, reliable and above all sustainable.

“Sustainability starts with planning, not with chasing funding,” says Graham Collins, project manager for the NCVO’s specialist Sustainable Funding team. “It needs a lot of work and organisation.”

To begin with, a firm understanding of how the organisation is vital. There needs to be a very clear picture of your mission, what the beneficiaries need, and how the group will go about providing that, on top of doing the sums. Victoria Anderson, Head of grant making at the Charities Aid Foundation, says: “You must know exactly what you need, what it will cost and what your organisation costs to run.”

These initial stages are also the best time to engage with trustees. After all, any plans to change the way an organisation is funded could be vetoed by the board. And besides, they could be very useful. “With any change of income source, you need to get the whole organisation involved,” says Collins. “The trustees are often overlooked. In fact, you often have a good mixed group of people with an untapped wealth of expertise.” With the trustees’ help, evaluate the most appropriate sources of income available to the organisation. The main forms of funding fit in to one of two categories: asking and earning; with grants and donations falling into the former and the sale of goods and services the latter.

Balancing those risks may be a question of obtaining grants and donations from diverse sources, or, in the case of trading, building up a portfolio of contracts rather than relying on just one. The NVCO’s Sustainable Funding Team says organisations need to think of the “three Ss.” The strategy needs to be stable (so from a solid source) – suitable (in other words in line with the charity’s ethos) – and sufficient (so big enough to cover costs, and more if need be).



Features of a Funding Centre of Excellence

It is clear from the research carried out that Funding Centres of Excellence need to provide not only good quality advice on sources of funding but also, a range of advice, support, training and networking opportunities to local groups to enable them to move towards becoming more sustainable. Provision of ‘Development Officers’ across the County instead of ‘Funding Advisors’ should be considered.

In order for voluntary and community groups across Essex to receive an equitable service, a Centre of Excellence should have:-

- Accredited staff who network with each other (across Essex, regionally and nationally);
- Good performance management systems (with ideally one system used across every CVS);

- A Code of Practice;
- A wide range of training opportunities for local groups to participate in;
- Access to the best up-to-date, relevant information;
- Excellent relationships with funders (although some consideration needs to be given as to how this can be measured);
- A formal signposting system to avoid duplication;
- Capacity to ensure that the service is available at all times including cover for holidays and sickness.

A Funding Centre of Excellence would have capacity, wealth of knowledge and time to invest in many grassroots organisations, developing their confidence and skills.

Other Research

1) Action Planning

As part of this project, other research was also considered including the “Research and recommendations on the provision of generalist infrastructure support for ESTIC and EACVS” carried out by Peter Ashcroft and Kerry Rock of Action Planning in February 2009. Some of their findings are similar to those that have come out of this report.

One of the main findings of the Action Planning report identified that CVSs see support services for organisations – mostly funding advice, as one of the most significant. Their report states that:

- Level of advice offered varies considerably across the region, from mostly newsletter based support through to full-time funding advice officers, who were able to offer face to face support both for seeking funding, and for more specialist services such as helping organisations prepare tenders and complex funding applications.
- A significant proportion rely on short-medium term funding to provide funding advice and development services, which brings with it some risk to the long-term sustainability of these services. In general it appears that the level of funding provided by statutory authorities is not sufficient to provide a high quality advice service to the number of organisations who wish to access such a service.
- Some organisations are experimenting with ways to provide this collaboratively. For instance, the FAIR project is now delivering across Epping Forest and Harlow, and other CVS have been involved in bids for funding to set up joint funding and development services. Those who are doing so are, in general, pleased with the results, although some of the projects are in their early stages.
- Some felt that provision of support services such as funding advice needed local knowledge. Most felt face to face advice is highly desirable, especially for the most vulnerable groups. However, it is not always possible to provide face to face advice within current funding levels.

Their report goes on to say that “our research indicates that improvements in the level of funding advice provided are required, as current services are inequitable, oversubscribed in some areas, and have significant variation in quality.”

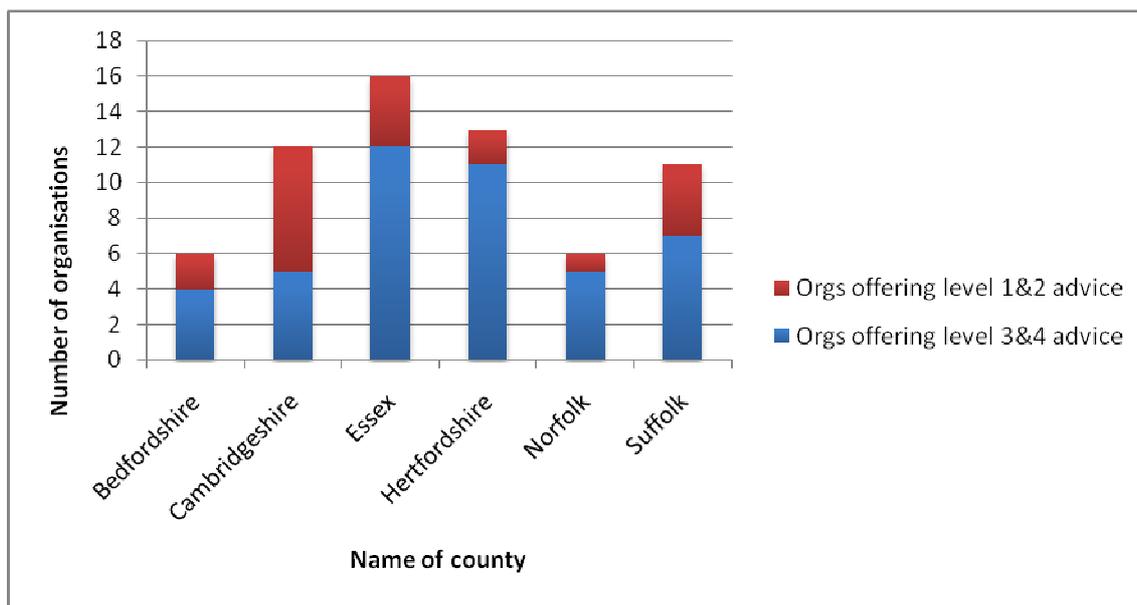
2) Big Lottery

The findings of a survey carried out by the Big Lottery this year were also considered as part of this project although this mainly consisted of statistical analysis with regard to each region and each county within the region.

The relevant results of their survey are included below and demonstrate that Essex provides the highest level of funding advice across the region. (See page 13 for definitions of levels).

Overview of third sector funding advice services in the East of England Big Lottery

Number of third sector organisations who provide funding advice in each county



Essex

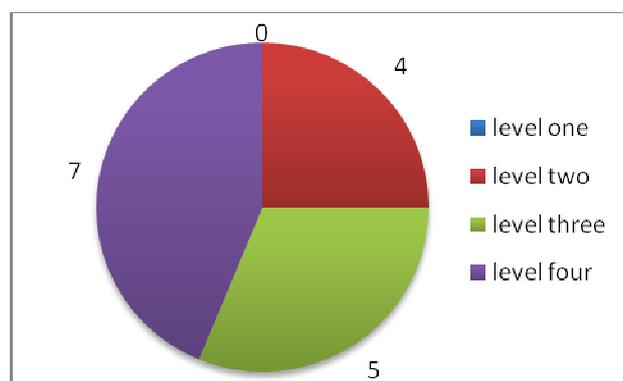
Funding advice provided by third sector funding advisers in Essex

Sixteen third sector organisations responded to our survey to say that they provided funding advice in Essex.

Out of the 16 organisations who responded to our survey to say that they provided funding advice in Essex, eleven employed staff whose primary job was to provide funding advice, and five did not.

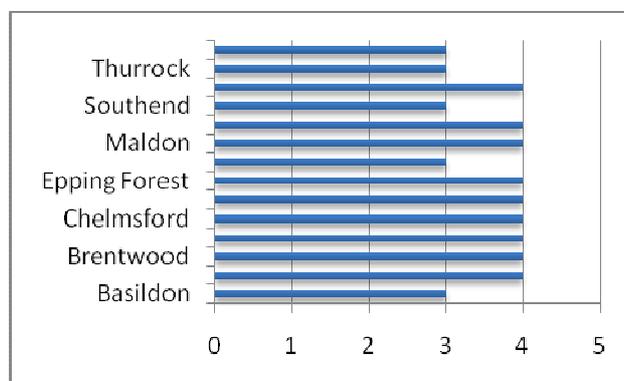
Levels

Out of the 16 organisations who responded to our survey to say that they provided funding advice in Essex, four organisations offered advice up to level two, five organisations up to level three, and seven up level four.



Places

Three organisations offered funding advice in Basildon, Harlow, Southend, Thurrock, and Uttlesford and four in Braintree, Brentwood, Castle Point, Chelmsford, Colchester, Epping Forest, Harlow, Maldon, Rochford, and Tendring.



Aggregation

In formulating a picture of funding advice available in the county we have employed the following convention in order to avoid anomalies – unless otherwise stated we have averaged services offered across more than one district equally, where we suggested a range of time for the service we have taken the highest figure possible from the range in the survey, where averaging across districts results in less than one hour per week of funding advice in a district we have chosen to disregard this advice as statistically irrelevant for the purposes of this research.

Funding advice by district – Essex

Basildon – two organisations, one offering three hours of funding advice up to level two, and one offering 25 hours of funding advice up to level four.

Braintree – three organisations, two offering 13 hours of funding advice up to level two, and one offering two hours of funding advice up to level three.

Brentwood – three organisations, one offering three hours of funding advice up to level two, one offering two hours of funding advice up to level three and one offering 25 hours of funding advice up to level four.

Castle Point – three organisations, one offering three hours of funding advice up to level two, and two offering 52 hours of funding advice up to level three.

Chelmsford – three organisations, one offering three hours of funding advice up to level two, one offering two hours of funding advice up to level three, and one offering 40 hours of funding advice up to level four.

Colchester - three organisations, two offering 13 hours of funding advice up to level two, one offering two hours of funding advice up to level three.

Epping Forest – three organisations, one offering three hours of funding advice up to level two, one offering two hours of funding advice up to level three, one offering 40 hours of funding advice up to level four.

Harlow – two organisations, one offering three hours of funding advice up to level two, and one offering 40 hours of funding advice up to level four.

Maldon – three organisations, one offering three hours of funding advice up to level two, and two offering seven hours of funding advice up to level three.

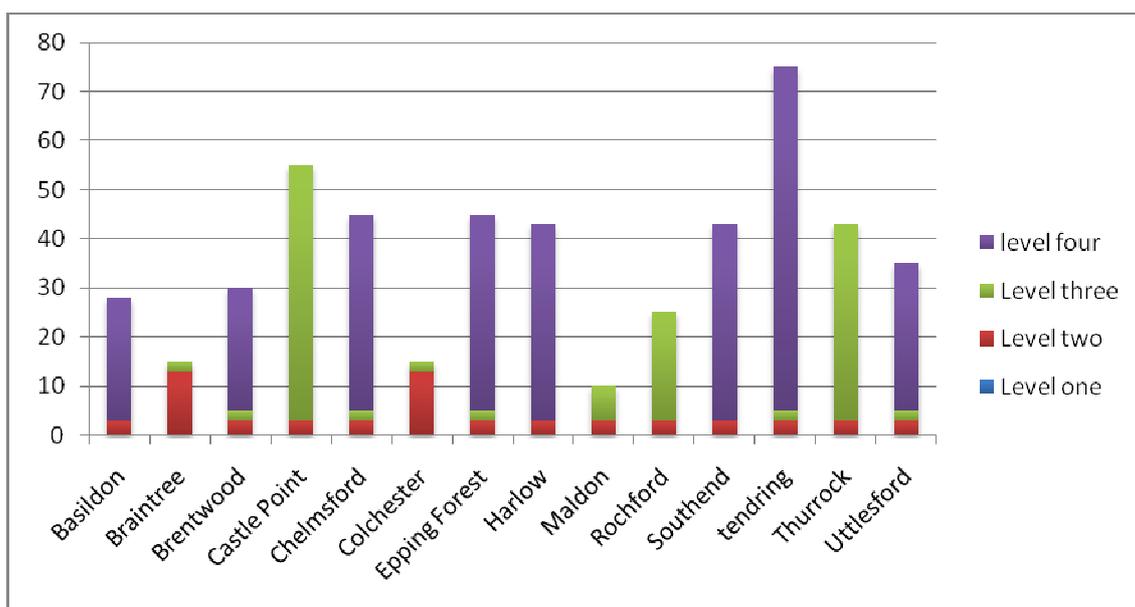
Rochford – three organisations, one offering three hours of funding advice up to level two, one offering 40 hours of funding advice up to level four.

Southend – two organisations, one offering three hours of funding advice up to level two, one offering two hours of funding advice up to level three, one offering 50 hours of funding advice up to level four.

Tendring – three organisations, one offering three hours of funding advice up to level two, one offering two hours of funding advice up to level three, and one offering 70 hours of funding advice up to level four.

Thurrock – two organisations, one offering three hours of funding advice up to level two, one offering 40 hours of funding advice up to level three.

Uttlesford – three organisations, one offering three hours of funding advice up to level two, one offering two hours of funding advice up to level three, one offering 30 hours of funding advice up to level four.



Survey of funding advice – definitions of levels of advice

LEVEL ONE – funding information - involves informing organisations of the range of funding available to them and perhaps some additional information about eligibility. This type of help is quite common, many helper agencies use 'Funder Finder' or a similar database which allows the adviser or the customer to input data about the project and organisation and then prints out a list of funding streams for which they might be eligible, and the main eligibility criteria for each one. Using the Reaching Communities programme as an example, funding information would involve identifying the programme and the main eligibility criteria and sharing this information with a potential applicant.

LEVEL TWO – funding advice - *involves all of the above* but goes on to identify and explain the main issues that the applicant will have to take into account before making an application. Using the Reaching Communities programme as an example, a funding adviser would explore the issues of need, outcomes and activities and how the three link together and go on to help the organisation understand how to tie these issues to the project budget.

LEVEL THREE – funding advice and assistance - *involves all of the above* but would also include subsequent meetings to look at the progress of project planning and budgeting and may include help with completion of the application form.

LEVEL FOUR – development advice - *involves all of the above* but explores the application in the context of the wider development of the organisation – where it is now, where it wants to get to and what it wants to achieve, the strength of its governing body and of its internal structures, this work is often better suited to consultants who can work for four or five days with an organisation

Conclusion

A Funding Centre of Excellence would need to go further than just supporting groups to source and attract funding bids. Staff would need to ensure that groups are supported to build their capacity and establish themselves as capable and strong community organisations able to demonstrate that they have strong governance, financial acumen, and a clear delivery plan that is able to measure outputs and outcomes.

This research has identified that the service across Essex is varied as to the types and amount of support groups are given. It is clearly essential that in order to maintain a vibrant, robust and sustainable voluntary and community sector able to meet the challenges of the 'Big Society' good quality advice, support, training and information needs to be provided across the CVS network.

Recommendations

For a Centre of Excellence approach to funding advice to work, a co-ordinated approach across Essex needs to be in place. To achieve this, CVSs may wish to consider the following actions:-

- 1) Identify minimum standards for funding and development advice e.g. accreditation and codes of practice;
- 2) Agree and introduce a monitoring system to provide a consistent level of measurement across the service;
- 3) Evaluate funding databases to identify which of them provides the best service, value for money and results;
- 4) Avoid duplication by collaborating on funding newsletters or trial the production of a funding newsletter on a rota basis;
- 5) Establish a referrals process to facilitate improved joint working and collaboration;

References and Further Reading

Ashcroft, P. & Rock, K. (2009) *Final Report: Research and recommendations on the provision of generalist infrastructure support*. Actionplanning

(2010) *Overview of Third Sector Funding Advice Services in the East of England*. Big Lottery Fund

CVS Tendring, in partnership with the Essex Association of Community Voluntary Services (EACVS) is undertaking some research into the development of Funding Centres of Excellence across the CVS Network.

I would be grateful if you could take the time to complete and return the attached questionnaire by 26/3/10

Name of your CVS:	
Contact Name:	
Contact Tel No:	
Email address:	

1.	Does your CVS provide a funding advice service?	Yes/No If no, please only answer the questions that are applicable to your CVS
2.	If your CVS provides a funding advice service please state:-	
2a)	Job Title(s)	
2b)	Payscale	

2c)	How is this post funded?		
2d)	How long is the post funded for?		
2e)	Are your staff accredited? (Please state accreditation)		
3	How do you provide your funding advice service? (tick all that apply)	Face to face (at your premises)	Yes/No
		Face to face (at applicants premises)	Yes/No
		Over the telephone	Yes/No
		By email	Yes/No
		Structured sessions/ training/workshops	Yes/No
		Networking events/ funding fayres	Yes/No
		Other, please state:	

4.	Does your CVS hold regular funding fayres/meet the funder events?	Yes/No	
4a.	If yes, how many events have you held in the last 12 months?		
4b.	Which of the following training has been provided to members in the last 12 months (including support sessions/workshops/masterclasses etc)?	Bravo Solutions	Yes/No
		District/Borough/County Council Grants	Yes/No
		Successful fundraising	Yes/No
		Tendering for bids	Yes/No
		Procurement Training	Yes/No
		Social Enterprise	Yes/No
		Outcomes and outputs	Yes/No
		Quality Standards	Yes/No
		Sustainable funding	Yes/No
		Other, please state:	

4c.	Are these events held 'in-house'	Yes/No If no, please state where events are usually held	
4d.	Are IT facilities available at events for on-line completion of application forms e.g. Bravo Solutions	Yes/No	
5.	How many groups have received funding advice/support in the past year?		
6.	Please state which funding software/packages you use:	Grantfinder/Grantnet Funder Finder J4B Other, please state:	Yes/No Yes/No Yes/No
7.	Do you provide a funding newsletter to your members?	Bespoke funding newsletter Funding news included as part of regular CVS newsletter	Yes/No (if yes, how often) Yes/No

8.	Does your CVS provide or administer grants to organisations?	Provide grants from own funds Administer grants on behalf of another organisation (please state)	Yes/No Yes/No
9.	Does your Local Authority provide a funding advice service?	Yes/No	
10.	Does your CVS belong to the Funding Advice Workers Network or any other funding forum (if so please state)?	Yes/No	
11.	Does your CVS have a Code of Practice for Funding and Procurement?	Yes/No	
12.	Does your CVS act as a referee on grant applications for its members on request?	Yes/No	
13.	Does your CVS complete funding applications on behalf of your members?	Yes/No	

14.	Is your CVS able to provide the opportunity for members to access funding advice/support outside of normal working hours e.g. evenings and weekends by appointment?	Yes/No
15.	Does your funding advice service encourage groups to apply for funding using the full cost recovery on bids and applications?	Yes/No
16.	Does your CVS provide networking opportunities to your members and/or their trustees to encourage partnership working and the development of joint bids?	Yes/No
17.	How does your CVS monitor its funding advice service?	
18.	What systems does your CVS have in place for supporting organisations with sustainability of funding?	

19.	Which funders does your CVS have regular contact with? Please state:	
20.	What features do you think a funding centre of excellence should have?	
21.	Please provide any examples of best practice with regard to funding advice that you would like to share with other CVSs?	

*Thank you for taking the time to complete this questionnaire. Can you please return it by email to lisa.andrews@tendingcvvs.org.uk by **Friday 26 March 2010**.*