



External Funding Strategy

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April 2005

Audit Committee 27/03/07

WYRE FOREST DISTRICT COUNCIL (WFDC) EXTERNAL FUNDING

STRATEGY

“By working together, Wyre Forest in 2014 will be a prosperous district where everyone can thrive at work and at play, at home and in the community, and can learn and develop throughout their lives in a safe, attractive and healthy environment.”

Community Strategy Vision April 2004

1. Introduction

1.1 External funding is defined as: -

“Any money which the Council secures extra to its annual allocation from central government and the money raised from council tax, fees and charges either by itself or in partnership.”

WFDC Executive External Funding report, 22nd April 2004

- 1.2 WFDC uses its influence to promote and improve the economic, social and environmental well being of the district in the best interests and for the greatest benefit of all-present and future inhabitants, residents, businesses and visitors.
- 1.3 The Council is increasingly dependent on securing funding from sources other than its own budgets to meet priorities and those of the community. This trend is set to continue with an increasing reliance on partnerships, exemplified by the role of Wyre Forest Local Strategic Partnership, Wyre Forest Matters.
- 1.4 The Community Strategy Vision adopted by Wyre Forest Matters is the aspiration that is motivating WFDC and its partners to improve the district, and this is where the need for external funding becomes paramount.
- 1.5 A Strategy is required that will establish protocol and aid development to allow all stakeholders and partner organisations that WFDC work with on externally funded projects to be aware of their roles and responsibilities.
- 1.6 A robust structure within the Council will allow for a more pro-active approach by those involved in external funding. By pooling resources and information internally and externally there is an opportunity to target certain groups often excluded from the bidding process, for example using the County wide LSP (the Worcestershire Partnership) and its Funding Officer to establish bids across district boundaries.
- 1.7 The External Funding Strategy has been developed to ensure effective co-ordination and prioritisation of external funding bids across Council activities.
- 1.8 This Strategy will be used in support and in alignment with the District Council’s Corporate Plan and Community Strategy ensuring that WFDC has a corporate approach to achieving and progressing the District’s objectives.

2 Context of the Strategy

- 2.1 The overarching strategic document for WFDC is the Community Strategy. It is central to the long-term prosperity and well being of the area.
- 2.2 The Councils Aims and Priorities are being delivered by the Local Strategic Partnership (Wyre Forest Matters) – an organisation that has brought together over 100 local organisations from the public, private and voluntary sector to co ordinate actions.
- 2.3 The five themes within the Wyre Forest Matters Community Strategy also support WFDC’s activities where appropriate. The WFDC External Funding Officer Is involved with the WF Matters External Funding sub group ensuring that the authority is involved with attracting resources into the Partnership.
- 2.4 **Wyre Forest Matters Themes & Key Priorities:**

<u>Themes</u>	<u>Key Priorites</u>
<ul style="list-style-type: none"> • Improved health and well being 	<ul style="list-style-type: none"> • Tackling the determinate of ill – health • Engaging Communities and Individuals • Supporting Children and Families • Preventing illness and providing effective treatment and care
<ul style="list-style-type: none"> • A better environment 	<ul style="list-style-type: none"> • Improve the provision and promotion of sustainable transport • Protect and enhance our natural and built environment • Promote effective and minimal use of natural resources
<ul style="list-style-type: none"> • Shared prosperity 	<ul style="list-style-type: none"> • Support business development and investment • Promote and market the District’s diverse economy • Connecting people to economic prosperity
<ul style="list-style-type: none"> • Safer Communities 	<ul style="list-style-type: none"> • Reduce crime and anti social behaviour and help people feel safe • Use a problem solving approach to deliver sustainable solutions to local problems • Tackle drugs and alcohol misuse • Value diversity, promote positive inclusion behaviour and challenge discrimination
<ul style="list-style-type: none"> • Greater learning and Participation 	<ul style="list-style-type: none"> • Maximise residents potential personal development and fulfilment through engagement with learning and cultural activity • Create a collaborative learning infrastructure that will provide better transport links, child care provision and support to improve accessible leaning opportunities for all ages. • Increase employers awareness, involvement and contribution to the benefits of workforce development

2.5 The External Funding Strategy is developed with regard to the eight policy Themes in WFDC’s Corporate Plan, (both organisational and service). External Funding applications will be assessed to ensure that they correspond with the Plan’s Service Themes and Key Priorities.

2.6 WFDC’s Corporate Plan: Themes and Key Priorities:

<u>Organisational & Service Themes</u>	<u>Key Priorities</u>
<p style="text-align: center;"><u>Organisational Themes</u></p> <ul style="list-style-type: none"> • Providing Community Leadership: • Improving Corporacy and Performance: • Delivering Quality Services: • Delivering People and the Workplace: <p style="text-align: center;"><u>Service Themes</u></p> • Managing the Local Environment: • Promoting Economic Prosperity: • Enabling Community Wellbeing • Enhancing Cultural Life: 	<ul style="list-style-type: none"> • Community Involvement • Effective Partnership Working • Local Democracy • Corporate Development • Financial and Asset Management • Organisational Change Management • Organisations Performance • Risk Management • Strategic Planning • Best Practice • Communications and Consultation • Equity • Improving Customer Service • Utilising New Technology • Value for Money Services • Equal Opportunities • Health, Safety and Welfare • Human Resources • Skills and Personal Development • Development Assessment and Building Control • Forward Planning • Sustainable Environment • Waste Management • Business Development and Advice • Regeneration • Tourism • Town Centre • Community Safety • Emergency Planning • Housing and Independent Living • Public Health • Transport Infrastructure • Community Development • Community Facilities and Resources • Leisure and Recreation • Local Heritage

- 2.7 Funding bodies will need to know that funding applications have been developed following full consultation with stakeholders, are offering value for money and have a plausible 'exit strategy' once the grant has been fully utilised.
- 2.8 As funding opportunities become progressively more competitive it is important to demonstrate to funding bodies that the awarding of a grant will result in the best possible service for the public or the special service group it is targeted towards.

3 SCOPE OF STRATEGY

- 3.1 Wyre Forest District is not a priority funding area for many of the National Lottery, or other national sources of funding. The amalgamation of the Community Fund and the New Opportunities Fund into the Big Lottery Fund (a fund with a budget of over 50% of the national lottery-spending budget) is an opportunity WFDC should be aware of. On a County scale, Community Funds and New Opportunities Funds were awarded, so in its new guise WFDC should aim to capitalise on this Fund.
- 3.2 Wyre Forest district does not qualify for any EU structural funding other than Objective 3 funding which the whole of the UK can utilise, (aimed at training and employment.) Through the Worcestershire Partnership a European funding group aims to ensure the County benefits from any future EU financing. Objective 3 is routed through co-financing raising the importance of partnership working with bodies such as the Learning and Skills Council and Jobcentre Plus.
- 3.3 The main areas of funding targeted by WFDC include:
- Government grants eg. The Liveability Fund provided by the Office of the Deputy Prime Minister helped to refurbish Brinton Park and Queen Elizabeth Jubilee Gardens. £169,000 in 2004 and £227,000 in 2005 through partnership working with the Worcestershire Partnership. Through English Natures 'Tomorrows Heathland Heritage' restoration project, £8,000 was attracted to produce leaflets for all households neighbouring a nature reserve.
 - European Unions Objective 3 Funding eg Business Link New Business Start up courses delivered through Kidderminster College
 - National Lottery eg The Heritage Lottery Fund is due to invest £1,678 million to enhance the Canal Basins in Stourport. Active Sports Programme funded by Sport England Lottery Funding gave £7,500 to the district.
 - Private sector funding (eg. private partnerships, sponsorship) eg Wyre Forest Community Housing support the Far Out Club with £10,000.
 - Regional bursaries eg The Children's Fund which supported Artworks for Broadwaters Mill for £2,000. The Police District Tasking Group gave £3,000 to operate supervised skateboarding sessions.

- 3.5 The Council and its key partnerships need additional resources if the area is to achieve its key priorities as set out in the Community Strategy and the Corporate Plan.
- 3.6 WFDC subscribe to 'Grants Online' which gives brief notifications of the latest funding streams. This keeps officers informed of funding streams that could be utilised in their field. It also subscribes to J4B funding database, which enables officers to search for funding streams specific to their project.
- 3.7 Business Improvement Districts (BIDS) is an area of external funding that WFDC intends to develop with the business community. A pilot scheme to operate in Sandy Lane Industrial estate will use this opportunity to secure private sector investment to enhance public sector services. The BIDS process will begin in 2005/06.

4 External Funding Working Group

- 4.1 An internal officer External Funding Working Group, chaired by the Council's Economic Regeneration and Funding Officer, has been formed to give all Divisions input into what is needed from the Strategy and ensure their interests are best included.
- 4.2 Also highlighted is the maximisation of partnership funding opportunities by all Divisions being represented on the group. The Working Group meets on a quarterly basis and liases electronically as required.
- 4.3 The Working Group's remit is to give a strategic overview and co-ordinate progress in order to maximise the Council's potential to secure external funding.
- 4.4 Its aim is to bring about a more efficient use of resources and ensure that all funding bids are given maximum effort, input and forethought whilst utilising best practice, personal knowledge and resource efficiency to ensure that WFDC makes the best of every opportunity presented.
- 4.5 A series of financial and legal controls are included in the Strategy to ensure that officers are aware of the responsibilities and implications of project involvement.
- 4.6 The Group will collate and maintain details of all funding applications and will be responsible for advising internal audit, Corporate Management Team and Members on progress through quarterly reports. Its terms of reference are set out in appendix 1.
- 4.7 A series of "Process Forms" have been introduced (see 12 below). The Forms are to be completed before funding is applied for, to ensure that all projects are in alignment to the themes adopted in the Community Strategy and support WFDC's objectives. They will also be used to

formalise a funding database of prospective projects and current projects enabling a more comprehensive picture to be formed about what has been achieved and what is aimed for. This will help to increase efficiency, as a central bank of information can be used to streamline future application processes, and enable officers to utilise best practice when applying for funding.

5 Vision

- 5.1 *“To maximise the potential of the Council to apply for and secure funding for the benefit of WFDC and the District, demonstrating that a well thought through process has taken place before any funding enters the district with all considerations and partner involvement established.”*

6 AIMS OF STRATEGY

- 6.1 To provide a framework to ensure consistency and uniformity in the way WFDC deals with external funding applications for approved projects.
- 6.2 To ensure financial probity.
- 6.3 To increase the amount of external resources, which support the Community Strategy and the Council’s Corporate Plan priorities, and maximise the impact of the additional funding.
- 6.4 To provide a strong start on which WFDC can base its funding applications upon, aiming to improve the application system and improve on the Councils capacity for applying for funds
- 6.5 To include quality checks on bids submitted and progress of each application. To monitor project implementation and impact of funds ensuring that exit or forward strategies are applied as appropriate.

7 Objectives

- 7.1 To develop, maintain and audit a database of current and proposed WFDC internal and WFDC supported external projects, which use external funding.
- 7.2 To develop and maintain a database of external funding sources for the utilisation by officers across all Divisions to ease the external funding process.
- 7.3 To enable consideration to be given in respect of WFDC taking on an Accountable Body role, in liaison with WFDC head of Legal and Democratic Services ensuring the Council adopts a sustainable position throughout projects.
- 7.4 To develop appropriate information sources and linkages via WFDC website ensuring the people of Wyre Forest District benefit from external funding resources and are aware of the services WFDC can offer.

- 7.5 To develop a bid and funding monitoring system (to include failed bids,) to be developed from the Funding Intent Form.
- 7.6 To ensure exit strategies are in place for externally funded projects, and forward strategies for continuing projects ensuring WFDC's Objectives are being met and long term position is maintained and effective.
- 7.7 To monitor and evaluate completed projects.
- 7.8 To give appropriate training to relevant officers responsible for external funding applications, project development, management and monitoring.
- 7.9 To report to the Corporate Management Team (CMT) and Cabinet on progress of externally funded projects.
- 7.10 To contribute to the annual Best Value Performance Plan.

8 Action Plan

Objective	Action	Who	Outcome	Time scale
8.1 Develop and maintain a database of WFDC projects	Develop database of, 1) current and 2) proposed, WFDC projects Put database projects on the WFDC Intranet	External Funding working Group. SPU	Greater efficiency in seeking funding Projects stored in project bank. Utilise for audit purposes Efficient & streamlined funding bids Active databases for access across WFDC	Within 3 months Within 3 Months and on going
8.2 Enable consideration to be given in respect of WFDC taking on an Accountable Body role	Applicants to complete Process Forms and liaise with WFDC legal and finance division when developing project funding	Relevant External Funding Working Group representatives	Council maintains standard approach	Ongoing
8.3 Develop and maintain a database of external funding sources.	Contract with specialist data base company	External Funding Officer	Provide regularly updated information Database available on a divisional basis to search for funding opportunities.	Within 3 Months and on going

8.4 Develop appropriate information sources and linkages via WFDC Web Site	Add information onto relevant web pages	External Funding Officer WFDC Web site manager	A working section of the website dedicated to funding resources. Ensure community benefits from external funding resources and are aware of the services WFDC can offer.	Within 12 Months and on going
8.5 Develop a "bid and funding" monitoring system	Produce quarterly reviews of funding applications	External Funding Officer	Improved efficiency Provision of statistical data. Develop funding gaps and areas for improvement and training needs.	Within 6 Months and on going
8.6 Report to CMT and Cabinet on progress of externally funded projects.	Forward quarterly progress and audit reports to CMT and Cabinet.	External Funding Officer	Regular update to CMT and Members	Within 3 Months
8.7 Provide training to relevant officers involved in external funding	Source, contact and contract with appropriate training providers.	External Funding Officer & Human Resources	Relevant officers will be trained to handle funding applications and procedures project management, monitoring and evaluation	12 Months
8.8 Ensure exit strategies are in place for externally funded projects.	Applicants liase with project partners and complete relevant section of "Intent Form"	Project applicants	Ensure WFDC's objectives are being met and long term position is maintained and effective	On adoption of strategy
8.9 Evaluate completed projects.	Applicants liase with project partners and complete relevant Exit Strategy Form"	Project applicants		On adoption of strategy
8.10 Input into Best Value Performance Plan.	Prepare annual report on achievements	External Funding Officer	Submission of report to include performance indicators	Within 12 Months

8.2 Performance Indicators

Performance Indicators will give quantifiable measures to ensure that the external funding function within WFDC is being operated efficiently and in line with other WFDC strategies. The Performance Indicators will be agreed annually by the internal working group.

The Performance Indicators will comprise of:

- The number of external funding applications that resulted in additional funding being brought into the district.
- Percentage of external funding applications that resulted in additional funding being brought into the district.
- Total external funding received by Wyre Forest district during the financial year.
- Total match funding received by Wyre Forest district during the financial year.
- Number of independent bodies currently working in partnership with WFDC on funding projects.
- Percentage of projects over 50% of the way through their funded period with exit/ forward strategies in place.
- Number of e-mail enquiries received by the Economic Regeneration and Funding Officer as a direct result of signpost on WFDC website.

The Funding Officer will analyse the data on a quarterly basis and report on the effectiveness of the service providing commentary on variations as appropriate, a full review of the Performance Indicators will be included in the annual report.

9. Capacity

- 9.1 Capacity and resource issues within WFDC mean that some Divisions are more constrained than others to be able to bid for external funding. A more proactive stance is being adopted through this Strategy.
- 9.2 Wider County led projects will see a more unified partnership approach to funding between WFDC and the Worcestershire Partnership Funding Manager.
- 9.3 Training for Officers involved in applying for external resources will be operated in conjunction with existing online databases that the authority has purchased, also ensuring officers are aware of the processes outlined in this Strategy to enable funds and projects to be managed successfully.

10 Partnership Working

- 10.1 External funding grants are usually made for a percentage of the costs and partnership/matched funding has to be obtained from other sources. This requirement can lead to the delay in implementing, or even the cancellation, of projects.
- 10.2 Some Local Authorities are tackling this by allocating a match funding 'pot'. This could lead to concerns about under spend at the end of the financial year. Such situations will be considered through the internal working group in consultation with WFDC Corporate Management Team and the Cabinet.
- 10.3 The abandonment of projects that have attracted limited funding but have no match funding is to be avoided.

11 Sustainability

- 11.1 Sustainability can be a challenge when externally funded projects come to an end with no clear direction specifying how the project should be closed down or indeed, if it should be continued.
- 11.2 If a project has been successful but has ended due to a lack of funding to continue, the perception to the public can be that services are being cut. This situation is addressed in this Strategy. The Forward and Exit strategy forms set out how projects that have achieved their aims will be continued or closed down.
- 11.3 Awareness of public perception of funding limitations is crucial. The bad press attached to leaving projects unfulfilled is to be avoided.

12 Process Forms

- 12.1 A pre set procedure is to be followed by all Divisions who are intending to submit bids/applications for external funding. This will involve the completion and submission of pro formas in advance of any bid for funding being submitted. The forms will be completed by the WFDC lead officer involved with the project and passed through the relevant council divisions bodies for approval before being passed onto the External Funding Officer for recording.
- 12.2 An Intent Form will establish the purpose of the application and amount of funding requested. This form outlines the key issues to be considered before external funding can be sought.
- 12.3 The Intent Form is to be completed in conjunction with the VAT/Accountable Body Framework form (see Form B). This form will record all project details and ensure that all parties acknowledge the financial and legal responsibilities of WFDC. This information will be stored in a database available to Divisional reps who sit on the External Funding Group ensuring

applications to particular funding bodies are not duplicated and ensuring details of any sensitive projects are not released prior to being given further consideration.

12.4 The lead officer within each Division will notify the External Funding Officer when a funding application has either been approved or rejected to ensure databases are kept up to date. If the funding application is successful the information will be transferred onto an 'active' projects database which will be more readily available to the public/officers.

12.5 When a project is in operation, then, at the mid point of funding (eg 2 years into a 4 year project) a review will be conducted to determine how to move the project forward (Form C, "Succession Matrix"). This will help to decide if a Forward (Form D) or Exit strategy (Form E) is to be completed.

12.6 The objectives of each project, the Community Strategy and Corporate Plan themes are to be of paramount importance when considering future projects and ensuring aims are met.

Form A**PROCESS FORMS****External Funding Intent Form**

When completed and authorised, please submit this form with appropriate attachments prior to bidding for any External Funding.

If you are assisting an organisation in developing a bid and there is no WFDC funding commitment other than officer time allocated to the project, please complete only the grey areas below. The areas in white indicate WFDC commitments

1. Project Details

Project Title:			
WFDC Lead Officer (s):			
Division and Portfolio:			
Telephone No:			
E-mail Address:			
Brief description of project:			
Lead Organisation:		Financial Accountable Body: (If different from lead organisation)	
Project location:		Prime beneficiary of project:	
Final submission bid date:		Notification date for successful applications:	
Estimated Project start date:		Project completion date:	

2. Project Appraisal

Themes from Community Strategy Supported by Project:	
Evidence of Need: (What proof do you have that your project is needed eg Deprivation Indicators, Socio-economic profiles, surveys, research results, records of current activity)	
What are the Targets/ Outcomes/ Impacts? (Target groups or whole district to benefit)	
Exit Strategy attached?	

3. Financial Appraisal**Table A - Estimated Project Costs**

Financial Years:	Project Element/ Phase	Capital:	Revenue:	'In Kind' Support:	Total: (£)
Total Cost of Project:					

Table B - Potential Sources of Funding- Including Council contributions and if contributions are from an existing budget (EB) or specific approval is needed (SA)

Financial Years:	Funding Bodies inc. Partners:	Capital	Revenue	'In kind' support	Total (£)	Funding Assured Y/N
Total funding Identified:						

4. Accountability Statement:

Project Manager:			
Signed:		Date:	
I acknowledge receipt of the responsibility and accountability delegated to me by my Head of Service. I also understand that the information provided in this document will be processed by WFDC to assist in the research, analysis, evaluation, monitoring and reporting of external funding activity to all appropriate persons.			
Authorisation to Bid: (You are signing below to authorise the WFDC funding commitment only) Submit this monitoring form to your Head of Service for Authorisation.			
Head of Service:		Date:	

Funding Database Details (Office use only)

Further Details Requested:		Project No:	
Database Updated: (Sign, Date)		Exit/ Fward Strategy Review :	

Authorised Forms Submit to: Economic Regeneration and Funding Officer, Wyre Forest District Council, Civic Centre, Stourport-on-Severn, Worcestershire DY13 8UJ
Tel: (01562) 732724 Fax: (01299) 879688 delia.yapp@wyreforestdc.gov.uk

Form B**VAT/Accountable Body Framework**

Project No:	
Project Title:	
WFDC Lead Officer (s):	
Division and Portfolio:	
Contact phone Number:	
Contact E-mail Address:	

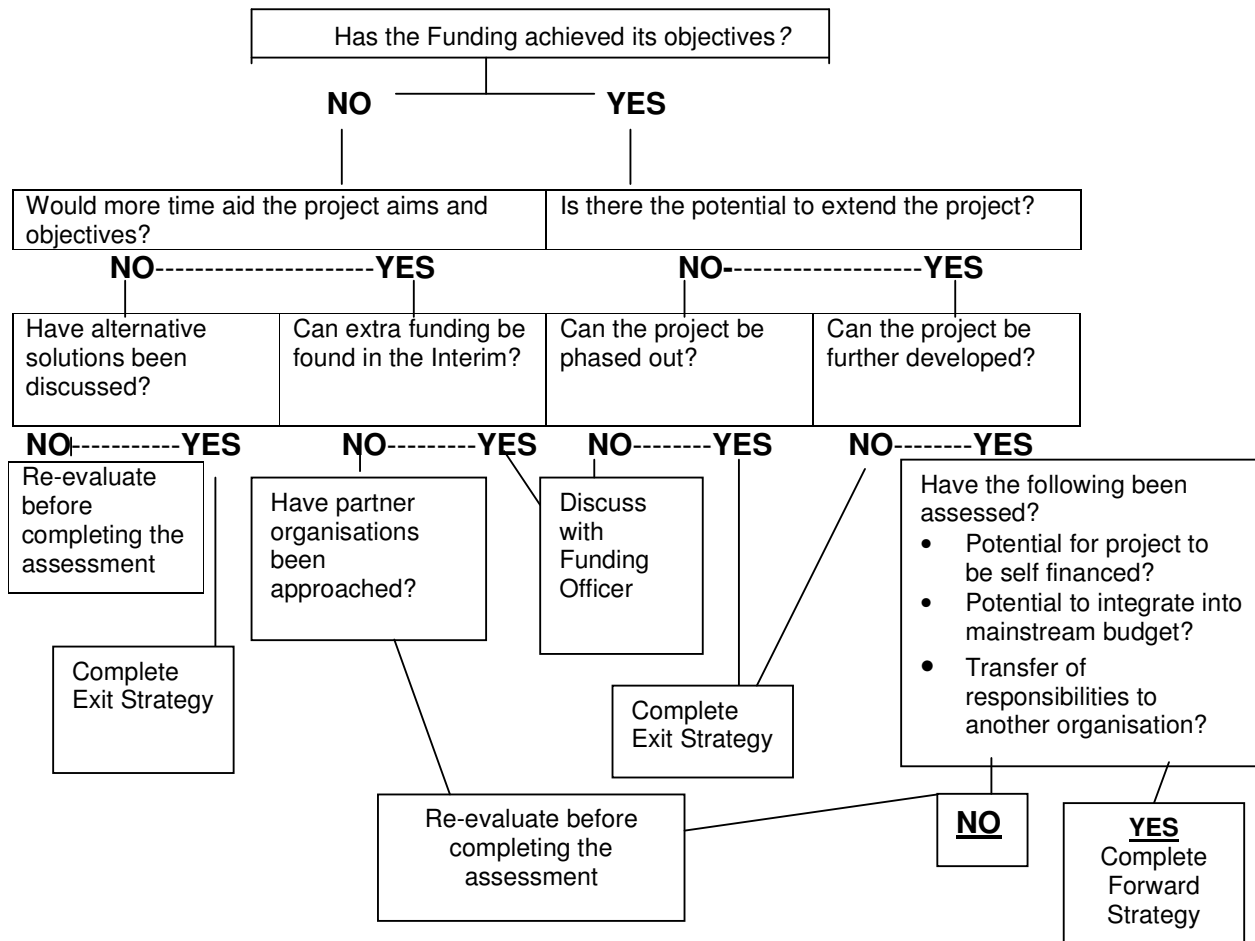
The following information is required by the Legal and Democratic Division and the Financial Services Division to assess accountable body status with reference to external funding, further information may be requested.

Brief details of project	<ul style="list-style-type: none"> Please attach Intent Form
Partner Details	
<ul style="list-style-type: none"> Please give full details of all partner organisations including information about what they are gaining from the venture. 	<ul style="list-style-type: none"> Have any of these organisations been approached about accepting the role of accountable body?
Financial Implications to WFDC	
<ul style="list-style-type: none"> Who will place orders (council orders or third party) and receive goods? Who has responsibility for approving expenditure and for keeping accurate accounts and audit details? What will partners be gaining for their 	<ul style="list-style-type: none"> Will payment be made by the council or by a partnership? Will there be any retention/ gifting of goods? Will any income be generated by the scheme?

contribution? <ul style="list-style-type: none"> When will WFDC make contributions to project? 	<ul style="list-style-type: none"> Initial forecasts about recovery of VAT.
Conditions of Grant	
<ul style="list-style-type: none"> Please attach funding agreement. 	<ul style="list-style-type: none"> Have appropriate funding conditions been applied to projects?
Members Approval	
<ul style="list-style-type: none"> All Partnerships/ External Funding Initiatives should be reported to members. If a council contribution is envisaged this will need approval in the normal way but all schemes should be reported (even where no new specific approval is needed) 	<ul style="list-style-type: none"> Dates of approval Minutes of Meeting
Legal Implications	
<ul style="list-style-type: none"> All above details should be provided to the Legal department for full assessment of accountable body status. 	

Form C

Succession Matrix



Form D**1. Forward Strategy**

Project No:	
Project Title:	
WFDC Lead Officer (s):	
Division and Portfolio:	
Telephone Number:	
E-mail Address:	
Changes to original project:	
Evidence of need:	
Targets/ outcomes:	

2. Financial Appraisal

Table A - Estimated Project Costs					
Financial Years:	Project Element/ Phase	Capital:	Revenue:	'In Kind' Support:	Total: (£)
Total Cost of Project:					

Table B - Potential Sources of Funding Including Council contributions and if contributions are from an existing budget (EB) or specific approval is needed (SA)						
Financial Years:	Funding Bodies inc. Partners:	Capital	Revenue	'In kind' support	Total (£)	Funding Assured Y/N
Total funding Identified:						

3. Accountability Statement:

Project Manager:			
Signed:		Date:	
I acknowledge receipt of the responsibility and accountability delegated to me by my Head of Service. I also understand that the information provided in this document will be processed by WFDC to assist in the research, analysis, evaluation, monitoring and reporting of external funding activity to all appropriate persons.			
Authorisation to Bid: (You are signing below to authorise the WFDC funding commitment only) Submit this monitoring form to your Head of Service for Authorisation.			
Head of Service:		Date:	

Form E**Exit Strategy**

This form is only to be completed when funding/ projects are to be closed down. The aim of this is to minimise the effects of WFDC withdrawing from a project and ensure that every opportunity has been explored to ensure that all possible benefits from the venture have been utilised.

1. <u>Project No:</u>	
<u>Project Title:</u>	
WFDC Lead Officer (s):	
Division and Portfolio:	
Telephone Number:	
E-mail Address:	
Have the objectives been achieved? If not why not?	
What conclusion to the project has been allowed? E.g. phasing out, media coverage etc.	
Are all partners aware and in agreement of actions?	
Is there potential for this project to operate again?	
Portfolio Holder notified:	

2. Accountability Statement:

Project Manager:			
Signed:		Date:	
I acknowledge receipt of the responsibility and accountability delegated to me by my Head of Service. I also understand that the information provided in this document will be processed by WFDC to assist in the research, analysis, evaluation, monitoring and reporting of external funding activity to all appropriate persons.			
Authorisation to Exit Project: (You are signing below to authorise the WFDC exit commitment only) Submit this monitoring form to your Head of Service for Authorisation.			
Head of Service:		Date:	

APPENDIX 1

INTERNAL OFFICER EXTERNAL FUNDING WORKING GROUP

Terms of Reference

September 2004

In order to support the effective, efficient and consistent operation and management of internal working groups, it has been agreed that a set of corporate protocols / standards will be adopted.

The corporate protocols / standards are as follows:

Before any new working group is established, a report must be tabled to the Corporate Management Team outlining the purpose, need and proposed outcomes of the working group. For consistency purposes, groups will be named working groups.

Working groups will have an agreed set of Terms of Reference. The template attached must be used for this purpose.

Working group meetings will follow a set agenda. This will be circulated to all representatives prior to the meeting and must clearly state the overall purpose of the meeting, in addition to the core business items.

Notes including an action sheet will be produced after each working group meeting and will be used to provide an audit trail of the group's work. A copy of the notes will be sent to the Chief Executive's office for information purposes.

The working group will have a Chairperson. The responsibilities of this position should be defined by the working group and set out in the Terms of Reference.

The working group will provide the Corporate Management Team with a quarterly progress report. In some instances, monthly progress reports may be required. However, the Chairperson of the working group will be advised accordingly by the Corporate Management Team.

The Chairpersons of each working group will meet at least twice each financial year. The purpose of this forum will be to identify and join up cross cutting policy issues and to share best practice. The Chief Executive will chair this forum. Each working group shall produce an end of year report showing a summary of activities and meetings.

The Chief Executive's Office will be responsible for monitoring that the above protocols and standards are being carried out.

Terms of Reference

Internal Officer Working Groups

Name of Internal Officer Working Group	
Purpose	<p>To develop the necessary processes and procedures through which the Council can secure the maximum level of external funding for the community of Wyre Forest to achieve our vision of "Building a Better Future" by:</p> <p>Improving the quality of life of our community through improvement of its economic environmental and social wellbeing</p> <p>Getting best value from what we do</p> <p>Developing the effectiveness of how we work within the community</p> <p>Setting a course for the future.</p>
Role	<p>Research and report on all areas of funding development Advisory, to make recommendations to CMT and Executive</p> <p>Liase with and maintain relationships with other agencies and internal service users to develop a base of information against which future levels of future funding activity can be assessed.</p> <p>Establish effective information communication systems internally and externally regarding funding.</p> <p>Develop the necessary processes and procedures through which we can secure the maximum level of external funding for the community of Wyre Forest.</p> <p>Establish a user friendly database of information on funding opportunities and make it available to the wider community</p> <p>Develop a fund finding advisory service to help establish sources of and secure external funding.</p> <p>Provide a resource to the Council, other agencies, bodies and individuals in terms of a knowledge base in respect of fund availability and access to information on application procedures.</p>

	<p>Inform the project development process, to help with project management, to identify additional opportunities and to generate and encourage innovative ideas.</p> <p>Develop an annual funding plan with clear performance measures, allocating resources to projects and to research and setting targets and objectives.</p>
Actions	<p>To map the existing external funding streams and procedures</p> <p>To submit a draft External Funding Strategy for CMT & Executive approval</p> <p>To take forward the quarterly meetings.</p>
Working Arrangements	<p>Quarterly Meetings</p> <p>Although the nucleus of the group will comprise of representatives from all divisions, the actual composition of the group will vary depending on the themes under review.</p>
Date adopted	September 2004