

# Sources of Funding for Food Related Initiatives



## INTRODUCTION

The Agency has undertaken a number of projects in partnership with Local Authorities. Feedback from authorities has indicated that guidance and support on alternative sources of funding to support activities in the area of food would be helpful.

This directory and guidance on potential sources of funding for food initiatives is particularly aimed at those Environmental Health and Trading Standards Officers who have not had much experience with bidding for external funding.

It is intended as a first step in a process of capacity building Authorities to increase their access to alternative sources of funding to support their activities in food safety standards, diet and healthy eating areas.

Regular updates of this directory will be posted on the Agency's web site.

We hope that the information provided will assist officers developing project proposals and help authorities increase access to alternative funding to expand their food related activities.

We would very much welcome feedback on this guidance and especially any indications of areas for further development. If you require any clarification or wish to provide feedback on the guidance please email:

[HACCPTeam@foodstandards.gsi.gov.uk](mailto:HACCPTeam@foodstandards.gsi.gov.uk)

### **Status of the Guidance**

This guidance has been produced to provide summary information on sources of funding for food related initiatives. It is intended as a practical aide to local authority food officers and adherence to the guidance is no guarantee of success when applying for funding. Readers should always check the specific requirements of funding bodies.

## SOURCES OF FUNDING FOR FOOD RELATED INITIATIVES

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# Before you Apply for Funding

## Planning Ahead

### Funding strategies and protocols

Your organisation may already have a corporate/ departmental funding strategy – if so, you should be guided by this.

Do consult any internal protocols well in advance of making an application for external funding – so as to ensure the necessary sign offs.

Consider the need for a specific departmental funding strategy to support food related activities. It will provide a focus for bidding activity and will assist in diversifying funding. An effective funding strategy will help ensure that:

- You focus your search for funding
- Projects are funding fed and not funding led
- You save time in the long run.

It is important that funding strategies are inclusive and are developed in consultation with potential partners and stakeholders. Typically, they will include the following information:

#### Background

- Mission and values
- A summary of the current funded projects being delivered
- Current funding sources, their purpose; and when they finish

#### Aims and objectives for external funding

- Future activities and potential growth areas which will require funding
- Ethical issues

#### Analysis of funding options

- Covering each of the activities and growth areas identified above

#### Action Planning

- Overview of the key areas needed to implement the strategy e.g. staff training needs, partnership building etc.
- An action plan detailing the tasks to be undertaken - including the funders to whom applications will be made; actions needed; responsibilities; milestones and outcomes etc. This can be used to manage the funding strategy and to monitor success rates and feedback from applications

## Defining a solid project

From the outset you need a well worked out idea for a project which is both realistic and convincing. As a first step it is useful to develop a concise project definition which describes what the project will actually do. This can help:

- Identify appropriate funding
- Provide a useful summary at the application stage
- Identify the lead partner and consult with potential partners
- Consult internally e.g. across your authority

A project definition should identify the lead partner and outline:

- **What?** – A single sentence explaining the main aim of the project  
*e.g.:- This project will implement Safer Food Better Business (SFBB) in 1,850 small caterers and 500 independent food retailers in Anytown.*
- **How?** – A concise statement of how you will achieve it.  
*e.g.:- We will offer seminars and coaching sessions to food businesses from all ethnic groups. These will be recruited via our links with local trade associations; mail shots and referrals of poor performers identified during inspections and enforcement action. Training and coaching will be provided by our own EHOs/TSOs and qualified local coaches with specific language skills.*
- **Why?** – Evidence of need for the project e.g. how the project is based on priorities in the authority's Local Area Agreement (LAA)/ Regional Improvement and Efficiency Strategy or in corporate plans. Or, how it is based on a needs analysis/ local intelligence/ consumer or stakeholder views.
- **Who?** – Many funders require a project to target a particular group or groups of people – sometimes described as target beneficiaries. The target groups will influence the project marketing methods and will help identify partners able to outreach to specific communities.
- **How many?** – This is a rough estimate of the size of the project. How much you want to achieve and what is achievable. This will be refined as the project develops.  
*e.g.:- We expect to support 1,850 small caterers and help 500 independent businesses implement SFBB.*
- **How long?** – Many funds have a set period within which funding may be spent or they have a maximum project length. Identify key milestones and plan to complete the project a month or so before the end date to provide a contingency for project over-runs and to meet spending and reporting requirements.
- **How much?** – By identifying the size and period of the proposed project you can estimate the amount of funding required.

## Partnership Building

### Partnership working

Effective partnership working lies at the heart of current government policy and most funding schemes. It has tended to become the norm. Whilst partnership working can be challenging and time consuming it is often essential to ensure you can deliver across a range of outcomes. This is especially the case for larger projects which are often preferred by funders. The main aim is to construct a partnership which:

- Is fit for purpose;
- Has shared objectives;
- Has an appropriate model of joint working that will add value to your project delivery.

To avoid the pitfalls of partnership working, allow time to plan your approach. The following links provide useful pointers on successful partnership working:

<http://www.foodvision.gov.uk/pages/partnership-working>

<http://www.renewal.net/Documents/RNET/Research/Workingpartnersourcebook.pdf>

[www.audit-commission.gov.uk](http://www.audit-commission.gov.uk) - follow links to published studies

### Identifying potential project partners

There will be a myriad of existing partnerships and agencies who can be approached to build a suitable project partnership including:

- **Business Link and Local Enterprise Agencies** – providing access to businesses via their business support programmes.
- **Chamber of Commerce** – can provide direct access to a range of local small businesses.
- **Colleges and Universities** – are expanding their partnership work and developing projects which support businesses. They may also be able to support evaluations.
- **Industry support organisations** – e.g. regional food groups.
- **Local authority regeneration and economic development officers** – links to a range of partners.
- **Local Better Regulation Office** - <http://www.lbro.org.uk/>
- **Local Strategic Partnership** – links to strategic and community based partners including primary care trusts; education etc.
- **Other Local Authorities and Regional Improvement and Efficiency Partnerships**
- **Voluntary sector and social enterprise representative groups** – see also [www.cabinetoffice.gov.uk/thirdsector](http://www.cabinetoffice.gov.uk/thirdsector).

## **Formalising the partnership**

As the bidding partnership develops and especially once your application is successful, you will need to formalise the partnership. This is usually by way of a service level agreement or a sub-contract agreement. A well worked partnership agreement is invaluable down stream in the event of delivery issues, disputes or partnership failure.

Usually the lead organisation will assume responsibility for providing secretariat support to the partnership

The Food Vision portal <http://www.foodvision.gov.uk> includes links to the LACORS CIEH guidance on public sector collaboration which includes a number of case studies of different partnership models <http://www.foodvision.gov.uk/pages/public-sector-working-in-partnership>

## **Lobbying for projects and co-operation with networks**

The partnership agreement doesn't replace the need for building personal relationships with key contacts in funding organisations and networks. It is important to put time into building your organisation's profile and credibility by promoting successful projects, both internally and externally.

It is especially worthwhile developing relationships with multi-agency networks and people who can advise on funding e.g. with your Local Strategic Partnership.

Invite project managers from funding organisations to your project launches and dissemination events; and make sure you are represented at events to access key policy makers. These include public consultations, funding launches, provider meetings and information sessions.

Time spent getting to know potential funders/ sponsors and understanding their priorities is never wasted.

## Potential Funding Sources

### Identifying the relevant project funding source/ programme

Finding a source of funding for your intended project will require research. You will need to determine the best funders to focus on.

First consider

- What type of projects do they normally fund; do they provide revenue or capital funding?
- Do they provide funding for local authority led bids? Or, will you need to work in partnership with the voluntary sector or other organisation?
- Do they focus on particular target groups or geographic areas?
- What is the typical funding allocation/grant level? Overheads for larger organisations may mean that it is difficult to demonstrate value for money for small contracts/grants.
- What are their policies, processes, funding timetables and key contacts?

It is worthwhile speaking to similar projects to see how they are funded. The following are good places to start:

### Economic Development Unit

Can advise on:

- Local Area Agreement (LAA) priorities and local funding priorities
- Local strategic partnership members – for partnership links

### External Funding Officer / European Funding team

Will advise on funding and bidding rounds including:

#### UK funding

- Regional Development Agency <http://www.englandsrdas.com>
- Learning and Skills Council <http://www.lsc.gov.uk>

#### European funding

- Overview and links [http://europa.eu/index\\_en.htm](http://europa.eu/index_en.htm)
- European Social Fund <http://www.esf.gov.uk>
- European Regional Development Fund <http://www.ERDF.communities.gov.uk>

#### Access to funding data bases

- Your organisation may subscribe to funding databases such as
  - GRANTfinder <http://www.grantfinder.eu/>
  - FunderFinder <http://www.funderfinder.org.uk/>
  - <http://www.governmentfunding.org.uk>
  - <http://grantsonline.org.uk>

- Food Standards Agency (FSA) Regional Teams** The FSA currently has 4 regional teams who support links with regional and local partners and advise on local regional issues see <http://www.food.gov.uk/aboutus/regions/regioncontacts> or click on appropriate link below
- [Central Unit \(London\)](#)
  - [East Midlands](#)
  - [North West](#)
  - [South East](#)
  - [South West](#)
- Food Vision** The Food Vision web site acts as an information portal for local authorities, health professionals, community groups and others interested in food and health.
- The web site includes a useful range of links to potential funders including government departments  
<http://www.foodvision.gov.uk/pages/funding>.
- It also has links to a range of supporting guidance including toolkits supporting project planning  
<http://www.foodvision.gov.uk/pages/project-planning> and evaluations  
<http://www.foodvision.gov.uk/pages/evaluation>
- Learning and Skills Council** Regional partnership managers can advise on current programmes and priorities and providers in your area e.g. Train to Gain  
<http://www.lsc.gov.uk/>
- Local Government and Professional Bodies** Professional bodies and the local government family web sites often highlight new funding announcements these include:
- <http://www.local.gov.uk> - provides links to other local government web sites
  - <http://www.lacors.gov.uk> - LACORS information and updates
  - <http://www.cieh.org> - The Chartered Institute of Environmental Health
  - <http://www.tsi.org.uk> - The Trading Standards Institute
- Primary Care Trusts (PCTs)** There are a number of food related projects which have been part funded by Primary Care Trusts. Many of these have been developed though links with the Local Strategic Partnership. Typically projects will address joint Local Area Agreement and PCT priorities.
- The NHS web site includes an A-Z listing of all Primary care trusts  
<http://www.nhs.uk/ServiceDirectories/Pages/PrimaryCareTrustListing.aspx>

**Public Health Observatories** The regionally based Public Health Observatories provide public health intelligence to support decision making. They can also provide information for bids on regional health issues and priorities.

To contact your regional PHO click on <http://www.apho.org.uk/>. each PHO holds a different policy lead and links with external organisations. For further information on these areas click on <http://www.apho.org.uk/resource/view.aspx?RID=39436>

**Regional Development Agency (RDA)** Many of the national funding streams support the RDA regional priorities for economic growth. These are identified in their Economic Development Strategies. A number of RDAs have a focus on food, food production and health see <http://www.englandsrdas.com>

The RDAs are responsible for managing and co-funding European funding strands including

- European Social Fund <http://www.esf.gov.uk>
- European Regional Development Fund 2007 -13 (including Interreg) <http://www.erd.comunities.gov.uk>

They also play a key role with Local Authorities in managing sub-regional regeneration funding programmes.

**Regional Public Health Groups** The Regional Public Health Groups are part of the Department of Health and are co-located in each of England's nine Government Offices. The groups work via multi-agency networks to build a strong health component into regional programmes. They are a good starting point to identify potential funding sources for projects tackling national priorities such as healthy eating, obesity etc.

Regional Public Health Groups can be contacted via the Government Office web site <http://www.gos.gov.uk>. Follow the links to your region – contacts are listed under public health.

**Sector Skills Councils** A number of funding streams recommend that the relevant Sector Skills Council is involved as strategic partners in bids.

There are currently 25 Sector Skills Councils. These include:

- Improve Ltd – [www.improveltd.co.uk](http://www.improveltd.co.uk) - Food and drink manufacturing and processing sectors
- Skillsmart Retail- [www.skillsmartretial.com](http://www.skillsmartretial.com) – Retail sector
- People 1<sup>st</sup> – [www.people1st.co.uk](http://www.people1st.co.uk) – Hospitality, leisure, travel and tourism industries

For a list of the Sector Skills councils click on <http://www.sscalliance.org/web/site/home/home.asp>

**The UK Commission for Employment and Skills (UKCES)** The skills landscape is undergoing a radical change as a consequence of the recommendations made by the Leitch Review of skills [http://www.hm-treasury.gov.uk/independent\\_reviews/leitch\\_review/review\\_leitch\\_index.cfm](http://www.hm-treasury.gov.uk/independent_reviews/leitch_review/review_leitch_index.cfm)

UKCES was launched in April 2008, replacing the Sector Skills Development Agency (SSDA). It will have a major role in shaping future skills provision. For further information on the Commission's work and to access an archive of publications from the former SSDA click on the following link [www.ukces.or.uk](http://www.ukces.or.uk)

## Funding - web sites

The following sections highlight some of the main funding sources which will be relevant for food safety, standards, diet and healthy eating projects :

### UK Based Funding

**Food Standards Agency** The agency provides some funding directly to local authorities for projects on Safer Food, Better Business; imported food work and in the areas of hygiene and nutrition. Authorities are specifically invited to apply for grant funding as part of these programmes, and details can be found on:  
<http://www.food.gov.uk/>

To access information on current food hygiene and nutrition grants click the following link  
<http://www.foodstandards.gov.uk/enforcement/laresource/>.

**Food Vision** The Food Vision portal <http://www.foodvision.gov.uk/> provides a wide range of food related information including a useful range of links to potential funders <http://www.foodvision.gov.uk/pages/funding>.

**Learning and Skills Council (LSC) Funds** The Learning and Skills Councils work nationally, regionally and locally. For information on LSC programmes click on <http://www.lsc.gov.uk/>. Currently, the LSCs are the main conduit for administering Government investment in learning and skills with responsibility for over £11bn of funding annually. For further information and to access your regional LSC click on the following link <http://www.lsc.gov.uk/> which provides a further link to your regional LSC. You can also register for LSC web alerts which notify of forthcoming funding opportunities.

There have been numerous changes in LSC funding over the last few years and this has created opportunities for new providers to apply to deliver learning and skills.

The emphasis of current funding is on skills for employment and of particular relevance to workforce training for food businesses is the flagship project Train to Gain. This programme helps businesses to get the training they need to succeed. Train to Gain providers are appointed via a formal LSC procurement process.

To find out more

- Click on <http://www.traintogain.gov.uk/> or <http://www.lsc.gov.uk/> and onto your regional contacts
- Contact your Local LSC Partnership Manager or

**Learning and Skills Council (LSC) Funds contd.**

- Speak your Local Further Education College – they are most likely to be involved in delivering a contract under Train to Gain. They may be interested in working with new partners – particularly if you can deliver businesses with employees who need training.

**National Healthy Schools Programme**

Each Local Authority in England has a Local Healthy Schools Programme. <http://www.healthyschools.gov.uk/>  
To explore opportunities to link with these programmes contact your local Regional Coordinator who works closely with the Regional Government Office.

**National Lottery**

The National Lottery provides funding for good causes across the arts, sport, heritage, charities, health, education and the environment. Currently, the main distributor of lottery funds is the Big Lottery Fund. To find out about the latest programmes click on the following link <http://www.biglotteryfund.org.uk/apply-1>

**Changing Spaces** is potentially one of the most relevant Lottery programmes for supporting food related activities. For further information click on the following link

[http://www.biglotteryfund.org.uk/prog\\_changing\\_spaces](http://www.biglotteryfund.org.uk/prog_changing_spaces)

***The Local Food Grants programme*** is one of the grant programmes under Changing Spaces. This £50 million programme, will distribute lottery grants for food-related projects which make locally grown food more accessible and affordable for local communities. See [www.localfoodgrants.org](http://www.localfoodgrants.org) for regular updates.

The fund is targeted at various organisations including Town and Parish Councils. Whilst Local Authorities/County Councils are not eligible to lead bids, they can participate in and receive funding for projects. Local Food grants vary from £2,000 to £500,000 and will only fund activities which are additional to statutory responsibilities. There are 3 levels of grant

- **Small grants** - £2,000 and £10,000 – applications will be accepted up to 2012
- **Main grants** - £10,000 – £300,000 - applications open to May 2011
- **Beacon grants** – £300,000 - £500,000 - will be considered in a single round. First Stage Applications deadline end of June 2008 and Full Applications the end of November 2008

Match funding will be required for grants in excess of £20,000. For further information; click on the following link

<http://www.localfoodgrants.org>.

## **Primary Care Trusts (PCTs)**

A number of Authorities have worked on joint projects funded by PCTs through their commissioning processes. The NHS web site includes an a-z listing of all Primary Care Trusts  
<http://www.nhs.uk/ServiceDirectories/Pages/PrimaryCareTrustListing.aspx>

The Government has recently announced a new *Healthy Community Challenge Fund*. This will support local areas (PCTs and local authorities working together) in promoting healthy food choices and increased physical activity within their communities. The deadline for expressions of interest is the 11<sup>th</sup> July 2008 – for further information click on:-

[http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/DH\\_085328](http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/DH_085328) and follow the links

## **UK Charitable Trusts and Foundations**

There are thousands of grant making trusts and foundations. Most of these focus their grants on 'good-causes'. The funding demands on the majority of these bodies often far exceed their funding capabilities.

Most trusts and foundations will have tightly defined funding criteria and tend to favour non-statutory and smaller voluntary and community based organisations. Before applying to a trust or foundation you must be certain that your outline project proposal matches the criteria of the trust. Many tend to see themselves as funders of last resort. So it is also important to explore and rule out all other sources of funding for your project.

The following are funding databases which your organisation may already use or subscribe to which provide information on charitable trusts and foundations:

- [www.funderfinder.org.uk](http://www.funderfinder.org.uk) a subscription based database providing information on charitable trusts and foundations
- [www.grantfinder.co.uk](http://www.grantfinder.co.uk) a subscription based funding database which enables you to search for funds using key words
- [www.grantsnet.co.uk](http://www.grantsnet.co.uk) provides information about grant schemes available to businesses and charities in the UK
- [www.fundraising.co.uk](http://www.fundraising.co.uk)

## European Funding

### European Funding Programmes

There is a wide range of funding available from the EU. This can be relatively complex to access. **Before embarking on an application it is advisable to explore your ideas with your Authority's European Funding team.** They may also be able to assist you with partnership building, and lobbying; and in accessing other information sources on EU news and funding.

Detailed information and links to EU funding can be found on [http://europa.eu/index\\_en.htm](http://europa.eu/index_en.htm), including specific information on grants and funding, categorised by the various EU policy headings.

### European Regional Structural Funds

#### European Regional Structural Funds – Overview

The European Regional Structural Fund Programmes run from 2007-13.

These regional projects tend to be larger and can be quite complicated to access. As a general rule, the EU contributes no more than 50% of the eligible cost. Although, it can be as much as 75% for projects in Cornwall and the Isles of Scilly. The remainder of the funds - *'the match funding'*- can be provided by the RDAs, Local Authorities, Learning and Skills Councils, private sector etc.

Only two of the main structural funds are relevant to England and the levels and availability of funding vary from region to region. Click on the links below for further information:-

- European Regional Development Fund (ERDF)  
[http://ec.europa.eu/regional\\_policy/funds/feder/index\\_en.htm](http://ec.europa.eu/regional_policy/funds/feder/index_en.htm) and <http://www.erdf.communities.gov.uk>
- European Social Fund (ESF)  
[http://ec.europa.eu/regional\\_policy/funds/fse/index\\_en.htm](http://ec.europa.eu/regional_policy/funds/fse/index_en.htm) and <http://www.esf.gov.uk/>

The Government Offices site <http://www.gos.gov.uk/european> also provides a range of useful links to further information on:

- UK ERDF and the ESF: <http://www.erdf.communities.gov.uk> and <http://www.esf.gov.uk/>
- Programme management:-  
<http://www.tesaproject.co.uk/home.php>
- State aid:-  
<http://www.erdf.communities.gov.uk/StateAidHomePage/>
- Underpinning policy documents e.g. The Cohesion Policy  
[http://ec.europa.eu/regional\\_policy/sources/docoffic/2007/osc/050706osc\\_en.pdf](http://ec.europa.eu/regional_policy/sources/docoffic/2007/osc/050706osc_en.pdf)

**European  
Regional  
Development  
Fund and  
INTERREG**

The current ERDF programmes are being administered on behalf of the Government via the RDAs. The programmes are aligned with the various Regional Strategies (e.g. Regional Economic and Spatial Strategies) and focus on innovation, the environment and infrastructure. The funding streams are very competitive and there is an emphasis on targeting funding towards city regions and on fewer and bigger, transformational projects. Thus the majority of successful projects will be sizeable, pan/sub-regional partnership based projects.

The main ERDF web site <http://www.erdff.comunities.gov.uk> provides strategic information on the English programme together with a document library. There is a useful set of links to other relevant sites including:

- the Regional Development Agencies – to access details of the regional documentation (e.g. the regional programming documents which specify what will be funded) and
- European Commission Sites

Included under ERDF is the Interreg programme – this is a specific cross border partnership programme.

Interreg has various strands all of which require trans national partners see e.g.

- Interreg IVA programme (Channel/Manche) - South and East of England and Northern Coast of France  
[http://www.interreg3.com/EN/i4\\_consult.asp](http://www.interreg3.com/EN/i4_consult.asp)
- Interreg IVB - North West Europe <http://www.nweurope.org/>

**European  
Social Fund**

The National ESF programme was launched in October 2007. It has a strong focus on employment, skills and on helping people reach their full potential. The ESF site provides a vast amount of information and resources <http://www.esf.gov.uk/> including information on funding news and on best practice.

The archive for the 2000-2006 ESF programme, which is also on the site, contains useful information on best practice in project management, monitoring and evaluation.

**European  
Grant Funds**

In addition to the mainstream structural funds, there is a wide array of specific grants. Further information on these EU grant funds categorised by the various EU policy headings can be found via the following link [http://ec.europa.eu/grants/index\\_en.htm](http://ec.europa.eu/grants/index_en.htm)

# Making a Funding Application

## Analysing a call for funding proposals

### Responding to a Call for Proposals

Most major funders have moved to a procurement model where they identify the projects they are willing to fund within a formal funding round.

The detailed specification of the types of activities, outputs and outcomes the funders want to be delivered will be included in a **prospectus**.

The funding model will be described in the prospectus/brief.

Some funds e.g. ESF are moving to an output related funding model. This means that you will only receive a payment on the production of specified outputs. This will have implications for your delivery model and how you track your beneficiaries after the project.

Read the funding specification documents carefully so that you fully understand their expectations.

Consider whether your organisation /partnership has the necessary skills, expertise and capacity to

- Reach the specified target groups
- Deliver the expected project outputs, outcomes and impacts

If not, you may need to bring on board additional delivery partners.

Many funding providers have streamlined their application processes to make the bidding process more straightforward. However, do allocate sufficient time and resources to complete the application – it can involve a significant amount of work.

Major funders will generally hold a briefing session for prospective applicants. It is useful to attend these events to gain further insights on priorities; to network with potential partners and to gauge the strength of the competition.

Before starting to write your funding application ensure your project fits the requirements of the funding round. It is worthwhile approaching and consulting with potential partners and strategic partners at this stage.

## Writing the Project Proposal

### Tips for submitting effective proposals

#### General

- Plan your project - The better the project the better the bid.
- Produce a project definition.
- Think like a bid assessor/scorer when you are writing your bid.
- Ensure that you clearly articulate what the project is about; that it is realistic and deliverable.
- To save time, develop a bidding template and a resource library. This can include a set of outline points which you can tailor to fit scoring criteria and respond to common questions and cross cutting themes.

#### Presentation

- Use positive language to sell your idea. Use similar language to that used by the funders.
- Be clear and concise – many application forms have strict word limits.
- Take care about presentation - use emboldened fonts, spacing, tables and bullet points to aid the assessor and to emphasise key points.
- Depending on space constraints use sub headings to make it clear to the scorer which criteria you are addressing.
- Avoid jargon and acronyms.
- Where possible use diagrams to break up text e.g. project management structures.
- Use a colleague to proof-read the bid and to check spelling and grammar.

#### Content

- Address all aspects of the bid specification. If there is an area which you are unable to deliver, explain why - don't brush over it.
- Where the application form includes a scoring matrix use this to assess the relative importance of each question.
- Fully answer cross cutting themes e.g. equalities, environmental sustainability, health and safety etc. – they score valuable points.
- Explain how your project will complement other provision and avoid duplication.
- Demonstrate how your project is additional to existing activity.
- Make sure you demonstrate a track record and ability to deliver.
- Justify your approach e.g. partnership working vs. use of internal resources.
- Avoid cross referencing to other sections of the application form.
- Check your application against the bidding guidance/ bid specification.

### Evidence of need

- Avoid the use of sweeping statements without sufficient explanation or reference to supporting evidence/information.
- Assemble a bid writing library including relevant policy documents and other evidence.
- Do your background research – most funders ask for relevant, current evidence to support your proposal, this should be fully referenced.

### Resources

- Identify sufficient staff resources for bid writing.
- Meet the deadline. Build in a contingency for unexpected events. Allow time for consultations.
- In the case of electronic bid submissions aim to submit the day before the final deadline in case the web site goes down.
- If approached to submit a proposal by a potential funder respond promptly.
- The project budget must be realistic. It should clearly relate to the project activities and cover delivery costs and organisational overheads.
- Ensure that sources of match funding, if required, are eligible, clearly identified and that you can meet the evidence requirements. Some funders do not permit in-kind match funding.

### Inputs, outputs and outcomes

- Be clear about what the bid will do and why you are doing it.
- Be able to monitor and measure if you are doing it.
- Some funding programmes e.g. many RDA and EU programmes have detailed guidance on output definitions and how you verify these. It is crucial to scrutinise these measures and ensure your proposals will be able to meet these indicators.
- Use SMART objectives and specific measures e.g.:
  - **Inputs:** These are the resources that contribute to the project including revenue, staff, equipment etc.
  - **Outputs:** These are hard quantifiable **measures** and are the direct products of a project's activities e.g.: *x 1:1 coaching sessions held with businesses by 31<sup>st</sup> March 2009*
  - **Outcomes:** These are the benefits or changes for project participants. They can be more difficult to measure than outputs, as they may be less tangible (or soft) e.g.: *x % of businesses reporting that workshop/ coaching has improved food safety management by 31<sup>st</sup> March 2009*
  - **Impact:** The longer term consequences of a project. These are more difficult to measure e.g.: *Products reformulated by specific industry sectors to reduce salt levels, as evidenced by analytical surveys*

## **Cross cutting themes and common questions**

Most application forms will include common questions and cross cutting themes (more generic programme priorities e.g. sustainability).

If the funders have provided scoring criteria it is helpful to break these down and use the criteria as the basis of drafting the response. Provide as much detail and practical evidence as the application form permits. The aim is to persuade the assessment panel to fund your project.

The following list provides some examples of information which may be required:

### **Organisational Background;**

- Legal status; composition, track record.

### **Project title and project summary**

- Make it snappy – sell the project idea and what it will deliver.

### **Target beneficiaries**

- Demonstrate understanding of their needs; how the project will overcome barriers; your track record etc.

### **Project management;**

- Key to successful bidding and delivery. Describe structures and systems; organisational/staff experience; role of steering group (where applicable), its composition; processes for dealing with conflict. Provide delivery plan; timescales; milestones.

### **Marketing**

- How the project will recruit beneficiaries, especially hard to reach groups; compliance with branding etc.

### **Added value**

- What the project will add to existing activities. Demonstrate awareness of existing projects/ service gaps. Highlight innovative or creative aspects.

### **Strategic fit**

- Links to RDA policies and Local Area Agreement (LAA) priorities. Geographic fit. Provide references for key source documents (some funders even want to see page references to key documents!).

### **Evidence of need**

- How the project will meet needs identified in research. Provide recent relevant evidence with full references.

### **Budget**

- Breakdown; spending profile; sources of match funding; value for money; financial management systems.

### **Value for Money**

- How the bid provides value for money given the outputs and outcomes; how costs have been calculated. Calculate unit costs if required. Justify additional project costs e.g. to meet the specific needs of target groups.

### **Risk management**

- Project risk assessment; how you will mitigate risks.

### **Quality**

- Systems and processes; how these will be applied; accreditations, quality marks.

### **Monitoring and evaluation**

- Monitoring and control systems; reporting processes (outputs and budgetary); evaluation framework; interim/end of project evaluations; approach to capturing soft outcomes and impacts.

### **Exit strategy**

- How the project will continue post funding; demonstrate ongoing impact.

### **Health and safety**

- Policies and processes. How they will be applied in the project. Demonstrate positive commitment.

### **Equal opportunities**

- Policies and processes; how you will promote equality in the context of project delivery, understanding of the needs of equalities groups and impacts.

### **Sustainability**

- Social and economic sustainability, environmental policies and processes; implications for project delivery; impacts on beneficiaries etc.

### **Health impacts**

- Implications for delivery and target groups etc.

# Implementing the Funded Project

## Managing a Successful Project

### Project management toolkits and resources

Effective project management is crucial for successful bidding and successful project delivery. There are numerous publications, project management models, training and web-based resources.

Funders will have their own requirements as to reporting systems and project management which will need to mesh with your own corporate project management processes.

For examples of project management toolkits click on the following links :

- The Improvement and Development Agencies series of project, programme and change management toolkits  
<http://www.idea.gov.uk/idk/core/page.do?pagelId=5817020>
- Food Vision web site resources <http://www.foodvision.gov.uk>
- And the various toolkits developed by renewal.net  
<http://www.renewal.net/Toolkits.asp>

### Communications

Funders will often have specific requirements on communications and the use of logos in publicity and marketing.

On a practical level it is vital to communicate effectively with the funder's project managers throughout the delivery of the project. Encourage them to visit your project and invite them to launches, and dissemination events.

In the event that your project is slipping against its delivery milestones or planned spend, then it is important to advise the funder's project manager as soon as possible. They will generally expect you to have identified a relevant course of action that will bring the project back on plan.

### Monitoring and evaluation

There is a growing emphasis on evaluation and monitoring across all funding regimes. Funders are increasingly requiring projects to demonstrate the outputs, outcomes and wider impacts of their interventions. It is important to design your monitoring and evaluation framework at an early stage of the project to ensure that:

- You are collecting the right information from the outset.
- There is adequate provision in the project budget to fully cover monitoring and evaluation activities.
- Feedback from beneficiaries is obtained in a way that helps you demonstrate project impacts.

## Monitoring

Projects will be subject to monitoring by the funders and in the case of European projects they may be subject to an in depth audit and inspection.

If the projects have delivery partners, it will be the lead partner's responsibility to ensure that the relevant documentation is available for inspection and audit.

## Evaluation

Many delivery partnerships struggle to demonstrate impacts at individual project level. This is not only because of the relatively short term nature of much public funding but also because they have left thinking about their evaluation too late in the project lifetime.

It is important to make sufficient provision in the project budget to cover evaluation. Typically, for smaller revenue projects a self evaluation will satisfy funders.

It is worthwhile approaching the Regional Public Health Observatory or your local academic institution if you need support with a project evaluation. If you wish to commission an external consultant to undertake an evaluation, you will need to budget up to £15,000 for a small scale evaluation.

In the case of larger and capital based projects then an external project evaluation will probably be required – in this case projects should budget for about £20,000-35,000.

There is a wealth of information on evaluation techniques and approaches see for example:

- <http://www.foodvision.gov.uk/pages/evaluation>
- <http://www.renewal.net/toolkits/TrackProgress/>
- <http://www.renewal.net/Documents/RNET/Policy%20Guidance/Selfevaluationhandy.pdf> - this provides guidance and a range of information sources on self evaluation
- The ESF archive also contains a range of good practice materials from previous programmes including guidance on Measuring Soft Outcomes and Distance Travelled. To access these click on the following link:  
[http://www.esf.gov.uk/archive/2000\\_2006\\_esf\\_programme/esf\\_evaluation\\_team\\_good\\_practice\\_materials.asp](http://www.esf.gov.uk/archive/2000_2006_esf_programme/esf_evaluation_team_good_practice_materials.asp)