

Northern Ireland  
Young People's Fund

Before you apply  
Guidance Notes



# CHANGE UR FUTURE



**Big picture made small****Information for readers**

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<b>We care about the environment</b>	The Big Lottery Fund seeks to minimise its negative environmental impact and uses only proper sustainable resources
<b>Our equal opportunities commitment</b>	The Big Lottery Fund is committed to valuing diversity and promoting equality of opportunity, both as a grant maker and employer. The Big Lottery Fund will aim to adopt an inclusive approach to ensure grant applicants and recipients, stakeholders, job applicants and employees are treated fairly. It is the responsibility of all staff and Board members to uphold and implement our equality policy
<b>The legal bit</b>	Big Lottery Fund is the joint operating name of the New Opportunities Fund and the National Lottery Charities Board (which made grants under the name of the Community Fund)

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# Section one

## About this guide

This guide is for organisations that are thinking of applying for a grant from the Young People's Fund – Change UR Future programme.

## About the Big Lottery Fund

The Big Lottery Fund is the joint operating name of the New Opportunities Fund and the National Lottery Charities Board (which made grants under the name of the Community Fund). It distributes over half of the money for good causes from the National Lottery.

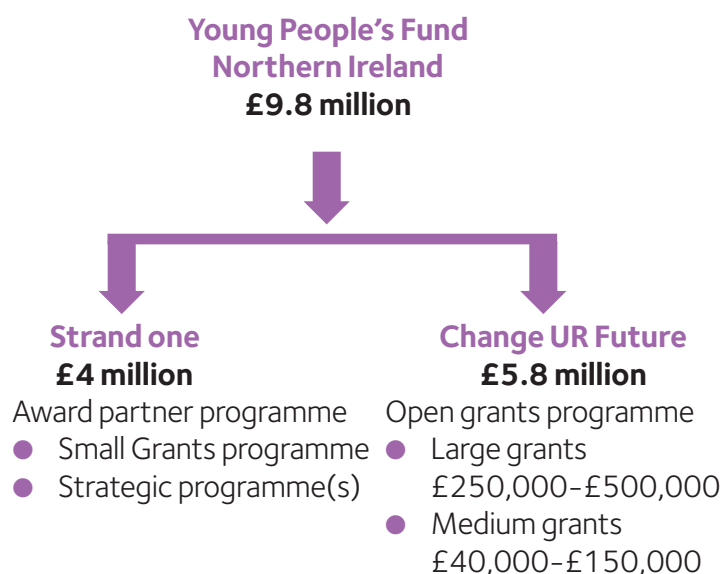
The Big Lottery Fund is committed to bringing real improvements to communities, and to the lives of people most in need.

## About the Young People's Fund

### Background

In Northern Ireland, £9.8 million is available through the Young People's Fund over the next two to five years for young people aged 0–25 years. The Young People's Fund aims to promote youth inclusion and target resources at those young people at greatest risk of exclusion and/or offending.

We have consulted widely about the Young People's Fund with both key stakeholders and young people. As a result, the Young People's Fund programme will be divided into two strands.



## Strand one (valued at £4 million)

The Big Lottery Fund will appoint an Award Partner to deliver a small grants programme that will support young individuals, and groups of young people, and will develop strategic programme(s) that will support young people as decision-makers, aged 0–25 years.

## Strand two – Change UR Future (valued at £5.8 million)

The Big Lottery Fund will deliver a revenue focused open competitive grants programme to deliver the health, well-being, achievement and learning aspects of the Young People's Fund.

This programme is called Change UR Future. It has £5.8 million to distribute to support projects. We can make grants to voluntary, community, statutory, and private sector organisations, or a partnership of different organisations.

We will support projects that:

- focus on young people aged 0–25 years
- last up to five years
- target resources to those young people at greatest risk of exclusion and/or offending
- involve young people in the design, delivery and evaluation of the project.

There are four outcomes for the Change UR Future programme in Northern Ireland.

All projects must achieve outcome 1, and either outcome 2 and/or 3. Some projects may also meet outcome 4, but this is optional. The four outcomes are:

1. Increased participation of young people
2. Improved health and well-being for young people
3. Increased achievement and learning for young people
4. Wider family and community support for young people.

You will also need to show how your project meets at least one of the following three cross-cutting themes:

- impact of conflict and tackling sectarianism
- transition from infancy to young adulthood
- additional needs of vulnerable, socially excluded and disaffected young people.

## Section two

### Project outcomes

We want to know that our grants will make a difference and bring about changes in young people's lives. We will ask you to describe the difference you see your project making to the lives of the young people you want to help. We call these changes 'project outcomes'. A large part of our decision to give you a grant is based on the quality of your project outcomes and how they meet the outcomes for the Change UR Future programme.

### Examples of projects

We have prepared some examples of project descriptions, activities and outcomes at Appendix A.

**In September 2005, after public consultation, Big Lottery Fund was able to extend the Change UR Future strand of the programme by £5 million. The extension to the programme will focus on projects for young people aged 10-18 years, that meet existing programme criteria. The total budget for Change UR Future is now £10.8 million.**

### Who can apply?

Under this programme we can make grants to voluntary, community, statutory or private sector organisations or a partnership of different organisations.

We cannot give grants to individuals or to fund activities that contribute directly to a private organisation's profits.

We will not normally make grants to organisations that:

- are applying on behalf of another (unless it is a lead partner in a partnership application)
- are in poor financial health
- have large amounts of free reserves and are not contributing to the project.

### How much can you apply for?

There are two grant sizes available under the Change UR Future programme.

#### Large grants

- £250,000 to a maximum of £500,000
- three to five years
- organisations **must** work in partnership.

#### Medium grants

- £40,000 to a maximum of £150,000
- two to five years
- organisations **may** work in partnership.

This is a mainly revenue programme, capital expenditure on this programme is limited to a maximum of 15 per cent of the total requested from Big Lottery Fund.

### When can you apply?

We have divided the programme based on the size of grant you wish to apply for. If you are applying for a medium or large grant, **you must submit an outline proposal form**. These can be submitted on any date after 28 September 2005, but we must receive it at least one month before the full application deadline, as outlined below.

	<b>Outline Proposal must be with us by:</b>	<b>Full application deadline</b>
<b>Medium Grant applications (first closing date)</b>	5pm Monday 27 February 2006	5pm Monday 27 March 2006
<b>Medium Grant applications (second closing date)</b>	5pm Tuesday 29 August 2006	5pm Monday 25 September 2006
<b>Large Grant applications (one closing date)</b>	5pm Monday 27 February 2006	5pm Monday 27 March 2006

### What can you apply for?

We will fund projects that promote youth inclusion for young people aged 0 to 25 who are at greatest risk of exclusion and/or offending. Projects do not need to cover the whole age range. For example, you can work with a more defined age range 4-11 or 16-19 years of age, but you should explain why you have selected a particular age group and demonstrate why the particular group is at risk of exclusion.

We are not giving a specific definition of exclusion, but we recognise that there are many factors which can mean that young people are disadvantaged and/or excluded.

For example, young people who are experiencing:

- ▶ Transition points. i.e. a change in their emotional, social or physical environment. They may be facing changing family environments such as parents remarrying or becoming parents themselves, for some the move from primary to secondary school, or taking on adult responsibilities.
- ▶ Multiple issues. For instance, young people who have been abused and are homeless; have health problems and are using alcohol or drugs; or may be subject to offending orders and have mental health problems.

You must demonstrate that the project does not duplicate existing or planned local provision and should not be one that would normally be supported from another source.

The programme has a focus on excluded and/or disadvantaged groups across Northern Ireland. You will need to demonstrate how all young people in the target age range can take part. For example, young people should not be excluded from taking part because of financial issues, such as the cost of travelling to the project venue or activity, or any other constraints.

### What will we fund?

We will provide a grant for up to five years. For example, we can fund:

- revenue costs, for example, salaries, volunteer expenses, hiring of a venue for activities
- the costs of starting up and running your project
- the costs of materials and activities
- small items of capital equipment, e.g. computers, equipment for outdoor activities
- minor refurbishment of existing facilities.

Organisations will be able to apply for and hold only one grant from this programme at any time. Change UR Future has a limited amount of money and we want to ensure a good range of projects and geographical coverage.

## Section three

### What will we not fund?

For example, we cannot give grants for:

- purchase of buildings
- purchase of vehicles
- down payments for loans or repaying loans
- paying off debts
- projects covered by other Lottery distributors
- projects benefiting people living outside Northern Ireland
- the day to day running costs of existing organisations
- contributions to general appeals
- projects that have started or already happened
- travel outside the UK
- continuation of existing projects, unless they include new or enhanced elements.
- costs for which you already received funding, or will receive funding during the period of our grant, from any other source
- activities that contribute directly to a private organisation's profits
- activities that promote religious belief (while we welcome applications from religious organisations, we do not fund activities that promote religious belief).

### Partnership working

On the large grants programme you **must** work in partnership.

On the medium grants programme you **may** work in partnership.

By partnership we mean working with other organisations to plan and carry out your project. You might work with an organisation from another sector or one that has specialist knowledge on certain aspects of working with young people e.g. participation. We will require you to select a lead partner who would apply for funding, manage and run the project.

If you are working in partnership you must have a clear written agreement with other the organisations you are working with. The agreement should clearly set out the responsibilities of each partner and how you are working together for the lifetime of the project.

### Consulting with, and involving young people

We want to ensure that young people are involved in the planning, design, implementation and evaluation of the projects we fund. You will need to show us that this is something young people want and need.

You must have consulted with young people before you submit your outline proposal form. We expect you to use appropriate ways of consulting with, and involving different groups of young people. In the full application form you will need to tell us how the consultation helped you plan and design the project. We will also want to know how young people will be involved in the running, reporting on and evaluating the project

A checklist on consulting young people is provided in Appendix B.

You can refer to our document Engaging Young People in Evaluation and Consultation which is available on our website: [www.biglotteryfund.org.uk](http://www.biglotteryfund.org.uk) or contact our information team.

### Equal opportunities

Big Lottery Fund is committed to valuing diversity and promoting equality of opportunity and good relations. The values that underpin our work include several that are key to our understanding of, and commitment to equality. These are fairness, accessibility and involving people. We will aim to fund projects that are open to all sections of the community and we expect applicants to demonstrate that they are committed to equality.

Your project should promote equality of opportunity in all aspects of the planning, development, delivery, monitoring and evaluation, including recruitment of staff to run the project. Applicants must demonstrate that they have considered promotion of equality of opportunity including what measures they will take to encourage involvement from excluded groups, for example, young disabled people, disadvantaged young people from black and minority ethnic communities and young people experiencing multiple disadvantage. Applicants are expected to involve beneficiaries in the planning, implementation, review and evaluation of the project. Applicants will be asked to monitor the participation of disadvantaged groups in their project and identify and address any barriers to participation. We expect applicants to demonstrate that partnerships are based on the principles of equality.

## Section four

In Northern Ireland, compliance with Section 75 of the NI Act 1998 is a statutory duty on designated authorities and organisations must also take account of the implications of Section 75 on their project. All organisations must comply with all relevant equal opportunities legislation, including employment, race, gender, disability and fair employment legislation

### How to apply

Change UR Future will be assessed using a two stage process. The two stages will be an outline proposal form and a full application form. Please see the flow diagram on page 12.

### Outline proposal form

The first stage of the application process will be the completion of an outline proposal form. We will use the outline proposal form to identify the applications that will achieve the outcomes of this programme. We also want to give help and advice to groups and organisations developing projects that we might fund to increase their chances of getting a grant.

If we are unlikely to fund your project we want to tell you as soon as possible, so you do not spend time filling in a full application form.

Before you fill in your outline proposal form you should:

- know what difference you want your project to make and how you will achieve this
- work out how much your project will cost and how much money you want from us
- consult with young people, and know what additional consultation is required
- think about how young people will be involved in all stages of the project.

Once you have this information, fill in and return an outline proposal form to us. You must submit a signed paper version of the declaration pages, together with either paper or electronic versions of the rest of the outline proposal form and attachments. An electronic version can be on a floppy disc, CD-Rom or via email. You should keep a copy for your own records.

Please send your outline proposal form to:

Young People's Fund – Change UR Future  
Big Lottery Fund  
1 Cromac Quay  
Cromac Wood  
Ormeau Road  
Belfast  
BT7 2JD

Email: [enquiries.ni@biglotteryfund.org.uk](mailto:enquiries.ni@biglotteryfund.org.uk)  
Phone: 028 9055 1455  
Textphone: 028 9055 1431.

We take 10 working days to respond to an outline proposal form, you will need to bear this in mind when planning an application to the Change UR Future programme.

**If you are applying for a medium or large grant, you must submit an outline proposal form.**

These can be submitted on any date after 28 September 2005, but we must receive it at least one month before the full application deadline, as outlined below.

	<b>Outline Proposal must be with us by:</b>	<b>Full application deadline</b>
<b>Medium Grant applications (first closing date)</b>	5pm Monday 27 February 2006	5pm Monday 27 March 2006
<b>Medium Grant applications (second closing date)</b>	5pm Tuesday 29 August 2006	5pm Monday 25 September 2006
<b>Large Grant applications (one closing date)</b>	5pm Monday 27 February 2006	5pm Monday 27 March 2006

You can

- download an outline proposal form from our website – [www.biglotteryfund.org.uk](http://www.biglotteryfund.org.uk)
- contact our information team on:
  - Email: [enquiries.ni@biglotteryfund.org.uk](mailto:enquiries.ni@biglotteryfund.org.uk)
  - Phone: 028 9055 1455
  - Textphone: 028 9055 1431.
  - Fax: 028 9055 1445

We will review your outline proposal form to see if the project is one we might fund. To do this we will check that:

- Your organisation is one that we are able to fund
- Your proposal will achieve outcome 1, outcome 2 and/or 3 and one of the cross-cutting themes of the Change UR Future programme (see Section one)
- You have consulted and involved young people in the project
- The project focuses on young people within the target age range of 0-25 years
- The project targets groups that are most disadvantaged
- For large grants, the project is being delivered through a partnership
- An independent referee has signed the proposal form.

You will receive a letter within 10 working days of our receipt of your outline proposal form. If we think your project is one that we might support, we will send you either a medium or large grants application form, with some of the questions already completed, using the information you have given us in the outline proposal form. The application closing dates for the programme are outlined above.

If we feel your proposal could be improved we will highlight our concerns and make suggestions. If we think we are unlikely to fund your project we will explain why.

This is not a decision on whether you will get a grant, as we can only do this if we receive your full application.

## Independent referee

We will use this information to make sure that you have chosen an appropriate independent referee and to find out more about your work. Your proposal will be incomplete if you do not have a referee. Your referee must be independent of your organisation and your management committee.

Your referee must be someone who has known your organisation for at least one year and who can talk about your work. If you are a new organisation, this should be someone who is fully aware of what you are trying to do. They must be willing to be contacted to discuss your application and to discuss the progress of your project if it is successful.

Because your organisation will be working with children and young people, your referee must be a person with a relevant professional qualification, such as a teacher, social worker, other childcare professional or police officer. We may check that your referee is a suitable person.

Your referee must not be someone who has previously received or currently receives payments from your organisation. For example, a current or former employee or consultant; a current or former member; beneficiary or trustee of your organisation; someone related to a current or former employee, member, beneficiary or trustee; or someone who will directly benefit if you receive a grant.

## Branches

Your group may be linked to a larger organisation. If so, you can normally only apply if your group is an independent branch. If you are not independent, you may still be able to apply for a grant, but you will need the support of the larger organisation. By 'independent' we mean that you must have:

- a constitution or set of rules of your own
- a management committee of your own which has control over your work
- a bank or building society account in the name of the group and under its direct control
- your own annual accounts approved by your management committee
- control over your own income and how you spend it.

If you are not independent, but have a management committee, a bank account in your own name and produce your own annual accounts, you can still apply for a grant. To do this, you will need the support of the organisation you are linked to and must make sure that they will take legal responsibility for any grant made to you. Please discuss this with the larger organisation before you apply.

## Full application

When you send us your full application, we will compare this with your outline proposal form to see if there have been any major changes. If there are, we will ask you to tell us how they came about – including any changes to the project budget. We might ask you for some extra information, for example the resources available to the project, and we might ask you to do extra work, for example further consultation with young people.

We expect you to take on board any feedback we gave you regarding your outline proposal form and reflect this in the development of your full application.

Our staff may also contact you to discuss your project or request further information.

When we receive your full application we will check to make sure you have sent us everything we asked for. If we asked you to do some extra work after you sent us your outline proposal form we will check that you have done this. If you have not we will only give you 10 working days to send in the missing information. If you do not meet this deadline we will be unable to assess your application and it will be presented for decision on the basis of the information provided.

### Good project planning

Applying for either a medium or large grant takes time and effort. We need to be sure that you have thought through the project and planned it carefully. If your project is for a large grant we will ask you to send a separate business plan with your application.

We ask for a business plan for large grant applications so that you can show us how you will manage the changes your organisation will go through if we fund your project. For example, if you are taking on more staff, increasing your organisation's income, or branching out into new areas of work. For further information please refer to Appendix C.

As our grants last for up to five years you will need to think carefully about what will happen when the grant comes to an end. You will need to show us that you have good plans in place to make sure the benefits of the project can be continued beyond our funding. If you want the project to continue you will need to tell us how you plan to get the money for this. If the project is a one-off piece of work you will need to think about what will happen to the young people at the end of the project. For example, will continuing support need to be in place. This could possibly be provided by another organisation or project.

### Decision making

When we assess your application we will consider the following criteria:

- ▶ How well does your project achieve outcome 1, and either outcome 2 and/or 3, and at least one of the cross-cutting themes of the Change UR Future programme (detailed below)?

#### Outcomes:

1. Increased participation of young people
2. Improved health and well-being for young people
3. Increased achievement and learning for young people
4. Wider family and community support for young people.

#### Cross-cutting themes:

- impact of conflict and tackling sectarianism
  - transition from infancy to adulthood
  - additional needs of vulnerable, socially excluded and disaffected young people.
- ▶ Will your organisation be able to achieve your project's outcomes?

If your project meets the programme criteria our committee will decide whether or not to award a grant to your project. If the committee decides not to support your application we will tell you why.

The committee will meet regularly, it may take us up to six months to make a decision.

We will inform you of our committee's decision within 10 working days of the committee meeting.

# Outline of the process



## a. Outline proposal form

### The application process

You have identified a project that meets the outcomes for the Change UR Future programme.

**If you are applying for a medium or large grant, you must first submit an outline proposal form.**

Application forms will only be issued after the outline proposal form has been reviewed.

Outline proposal forms can be submitted on any date after 28 September 2005, but we must receive it at least one month before the full application deadline.

Closing dates for outline proposal forms are given on page 9.

## b. Assessing your outline proposal form

We will review your outline proposal form and see how well it meets the outcomes of the Change UR Future programme. Within 10 working days you will receive a letter from a Big Lottery Fund officer. The letter will tell you if you are being invited to submit a full application for either a medium grant or a large grant. If you are not going through to the next stage, we will tell you why.

## c. Decision on your outline proposal form

## d. Your full application

Send us your full application form, closing dates are detailed on page 9.

You will normally receive an acknowledgement letter within 10 working days of us receiving your form.

## e. Assessing your full application

Big Lottery Fund will assess your full application form. We may contact you to discuss any queries we have or to request additional information.

It may take up to six months from the closing date for a decision to be made on grant applications.

## f. Big Lottery Fund decision

Decisions will be made by the programme committee. Once the project starts you will need to monitor the project and the grant, and submit regular information to the Big Lottery Fund. You will be required to claim your first payment within six months of the grant offer letter or the grant will be revoked.

## g. Managing your grant

## Section five

### Chances of success

While the National Lottery raises a large amount of money for good causes, the Change UR Future programme will not be able to support every application we receive. We only have £10.8 million for grants in Northern Ireland. This might sound like a lot of money but it has to cover all of Northern Ireland.

We will look carefully at the justification for your project costs and at value for money.

We will review our grant making from the Change UR Future programme to ensure that we fund projects across the target age range and from different parts of Northern Ireland, to meet the outcomes of the programme.

We expect to get more applications for good projects than we can support. Our committee will have to make some very difficult decisions about which applications to fund. They will consider your application alongside others and look at a wide range of factors, such as:

- does the project meet the criteria of the Change UR Future programme
- where our funding can make the most impact and difference to the lives of young people
- the level of involvement that young people will have
- whether the benefits of the project will continue after the end of the grant
- ensuring that disadvantaged young people can benefit from the project.

If we decide not to support your application, it does not mean that we do not value the work that you do.

### If you are successful

If we give you a grant, you will have to start the project within six months of the grant offer letter. You need to be sure that you are able to do this and if you are applying for a large grant this should be clear from your business plan.

If we award you a grant, you must give us information at various points in the project so that we can find out what difference our funding has made and make sure our money is well spent.

### Monitoring

If your full application is successful and you accept our offer of a grant, you will be required to submit regular monitoring information to us. We may also make monitoring visits to the project. The details of our monitoring requirements will be sent with the grant offer letter.

### Evaluation

We attach considerable importance to the evaluation of our programmes, and the shared learning that arises from evaluative work across our initiatives. Through evaluation, we aim to:

- understand the impact our funding is making at many levels
- improve the quality and effectiveness of our grant-making
- share what we have learnt to improve practice and influence policy
- demonstrate accountability to our stakeholders and the public.

We will co-ordinate an evaluation of the whole programme and appoint independent consultants to carry out the evaluation. The evaluation will explore what works in the programme, who it works for, and how and why it is working. Some projects will be asked to be part of this evaluation, for example through case studies or surveys. We will be in contact with the grant holders to discuss this further as the programme develops.

Evaluation carried out by projects themselves, called self-evaluation, can also be extremely useful because it can help projects to assess their performance and learn about what works, how to run things better and the difference that the project has made to people's lives. It can also be used as evidence in future funding efforts. We are keen to encourage self-evaluation among projects that we have funded.

## Advice and Support

You may have questions about how to apply or plan your project. There are many sources of advice and help:

- ▶ Contact the Information Team  
Email: [enquiries.ni@biglotteryfund.org.uk](mailto:enquiries.ni@biglotteryfund.org.uk)  
Phone: 028 9055 1455  
Fax: 028 9055 1445  
Textphone: 028 9055 1431.
- ▶ For up to date information and to download guidance materials and the outline proposal form, visit our website at: [www.biglotteryfund.org.uk](http://www.biglotteryfund.org.uk)
- ▶ There are also other organisations that work with young people who may be able to help you develop your project.

## Complaints about the process

If you have a complaint about the way your application was processed, you should follow the Big Lottery Fund's complaints procedure. For further information on this complaints procedure, please contact the information line on 0845 4 10 20 30 or look on our website [www.biglotteryfund.org.uk](http://www.biglotteryfund.org.uk) however, you should note the programme committee's decision on your application is final.

## Your comments and questions

We are committed to giving you the information you need in the best way possible. If you would like to make comments or suggestions for improving our publications or procedures, please let us know. We will listen to all feedback and act upon identified improvements and best practice.

Big Lottery Fund  
1 Cromac Quay  
Cromac Wood  
Ormeau Road  
Belfast  
BT7 2JD

Phone: 028 9055 1455  
Fax: 028 9055 1445  
Textphone 028 9055 1431  
Email: [enquiries.ni@biglotteryfund.org.uk](mailto:enquiries.ni@biglotteryfund.org.uk)

## **Beneficiaries**

The people helped directly by the project.

## **Constitution**

A set of rules explaining the structure of an organisation, how it is managed, its membership, the scope of its work and how it would be dissolved if necessary.

## **Programme Evaluation**

The systematic collection of information about the activities, characteristics, and outcomes of programmes to help improve effectiveness and make decisions with regard to what the programme is doing and affecting.

## **Self-Evaluation**

An evaluation that is carried out by members of the organisation responsible for the project. It helps the project collect and use monitoring and evaluation data to answer questions concerning the quality and direction of the work and manage performance.

## **Monitoring**

Data collection and reporting which includes project level information on budget, beneficiary groups, progress against targets and other specified information.

## **Project Examples**

### **Beat the Bully**

Four Derry/Londonderry teenagers have created an innovative board game to help young people beat the bullies. The group approached their local youth worker with the idea after deciding to take a stand against the people who had bullied them at school.

The four friends, who attend the same school, can now talk with confidence about their experiences of being bullied over the years.

Creating the game, which offers important advice to young people who are being bullied, helped them to come to terms with their own experiences. The project was a team effort with them all playing a part in developing this.

### **Loughshore Challenge**

Loughshore Education Resource Centre, through receipt of a Big Lottery Fund grant, developed the Loughshore Challenge programme. This programme provides an outdoor pursuit's co-ordinator to run activities such as archery, high ropes climbing and canoeing for young people at risk of being excluded from school. These young people, for various reasons, suffer from many emotional and behavioural problems such as low self-esteem, anger, and lack of confidence. However, through the encouragement and support from staff, and following the set rules of the programme, the young people increase their skills while, at the same time, developing a greater sense of achievement, respect and self-belief.

## **Beyond Survival**

New Life Counselling in partnership with Challenge for Youth ran the Beyond Survival Project as an initial cross-community pilot project with eight young men. Through a course of 16 sessions, including one residential, the young men learned practical skills through outdoor activities coupled with more reflective activities designed to help personal development and explore coping tool skills.

The project was developed after an internal analysis of beneficiaries at New Life showed a gap in young males taking up their services. At the same time, Challenge for Youth found that while doing youth work in the Ardoyne area, issues around suicide and other aspects of mental health were being raised. The two organisations decided to come together, share their strengths and pilot a project that challenged young men, developed their skills, and also gave time to examine emotional well-being.

The organisations used an external evaluation to look at a number of issues. A variety of evaluation tools put the young people as the focus, including the use of video diaries recorded by each of the participants. Additionally, the partnership itself was evaluated externally. These evaluation processes have provided evidence of impact in relation to the practical skills and coping skills of the participants. In addition the experience of partnership working was found to be positive and productive for both organisations.

## **Youthbank**

The Community Foundation for Northern Ireland set up a project called Youthbank. The Big Lottery Fund provided funding for this three year project. This project has enabled young people aged 16-25 to act as grant-makers for locally-based youth-led projects.

For example in June 2001, the young grant-makers gave a grant of £200 to the New Beginnings group in Derry/Londonderry, set up as a self help group to bring young people together to share their own experiences of bereavement, separation or divorce of a parent.

YouthBank developed further links with four regional organisations (Newtownabbey Community Development Agency, Ballymena Community Forum, St Columb's Park House in Derry/Londonderry and the Southern Education and Library Board in Craigavon) which now host YouthBanks in their local area.

## Appendix B

### Consulting young people checklist

The Change UR Future programme will not fund a project which is being planned without the input of young people. There are a variety of ways of involving young people in the planning and delivery of your project, as well as in the evaluation of how successful it has been. If you have never before involved young people in planning, then we strongly suggest that you seek advice.

When we assess your application we will be looking closely at how well you have consulted with young people.

The checklist below is an essential tool for you to use in planning your project. It sets out the key points we will be looking for. If you answer no to any of these your project may not be well enough planned for us to fund it.

Question	Yes or No
Do you know what information you want to get from your consultation with young people?	
Have you thought about the role young people will have in the consultation?	
If you have not consulted with young people before, have you found out how other groups have done this successfully?	
Will the consultation you have planned provide you with all the information you need from the young people?	
Are you using sufficient and different methods to enable all the young people to give you their views?	
How do you know that you will get the views of different types of young people?	
Will young people want to take part? <ul style="list-style-type: none"> <li>● Are you going to places that young people use or using venues where they will be comfortable?</li> <li>● Are the materials you are using appropriate?</li> <li>● Have you addressed the different barriers to participation experienced by young people from different backgrounds?</li> </ul>	
Have you worked out: <ul style="list-style-type: none"> <li>● What you will need?</li> <li>● How long this will take?</li> <li>● What it may cost?</li> <li>● Who will do the work?</li> </ul>	
How will you complete the consultation? <ul style="list-style-type: none"> <li>● How will you let young people know what you have found out?</li> <li>● How will you thank or reward the young people for their contribution?</li> </ul>	

# Appendix C

## What is a business plan?

A business plan is a document which explains:

- why a project is needed;
- how a project will work (the project inputs)
- how a project will be managed
- what the beneficiaries will gain (the project outcomes and the long term change it contributes to)
- how you will measure the outputs and outcomes of your project
- what the project will cost and how you will fund it
- why your organisation should run the project.

We ask these questions on the application form, but a business plan should cover these areas in more detail.

A business plan is likely to include:

- contents page
- a one-page summary
- your organisation's aims and objectives and how the project fits into these
- a summary of your organisation's track record of delivering similar projects
- a description of the project to be delivered
- an analysis of the need, with figures of service users
- a survey of similar or related services or projects provided by other organisations
- the outcomes and long-term change the project intends to bring about
- a workplan for year one including the project outcomes and how they will be achieved and targets for what will be achieved within a set timetable
- details of how you will monitor your outcomes
- a project management structure
- staff requirements, including the skills of main people involved in the project
- a budget and cash flow forecast for each year
- a fundraising plan with important dates
- a marketing plan with important dates
- a plan to continue the project, if appropriate, when the requested grant ends.



