

CYLCH CAPACITY BUILDING INVESTMENT PROGRAMME (CCBIP)

July 9th 2008

Background

The Welsh Assembly Government has allocated £3 million over three years to Cylch - Wales Community Recycling Network to help build the operational capacity of its community sector members. CCBIP is designed to help member enterprises do what is necessary to acquire the quality and quantity of resources needed to become fully sustainable in the strictest sense of the word. This means accounting for themselves on a triple bottom line of environmental, social as well as economic indicators.

Financially well managed and independent Social Enterprises will be better able to contribute to the targets and aspirations pertaining to waste-minimisation, re-use, recycling, composting and the reprocessing of recovered secondary materials, set out in the Wales Waste Strategy, "Wise about Waste" (published in 2002 and currently under review).

This support programme has been carefully designed to give member enterprises what they need to go forward in two important ways

1. Assistance if needed to assess their situation qualitatively and quantitatively so that they can establish a business plan that will take them, if implemented and resourced, to financial sustainability.
2. The assistance needed to implement that plan

Following a successful tender bid, Charity Bank has been appointed by Cylch to administer the Fund on its behalf. To underpin the delivery of this contract, Charity Bank has created The Charity Bank in Wales which will open an office in Cardiff. In awarding the contract, the tender board was impressed by Charity Bank's track record in investment and its understanding of the specific requirements of Social Enterprises, in particular the need for a comprehensive raft of supportive measures and patience in applying them.

Checking Investment Readiness.

These measures, available immediately, will include mentoring and consultancy, management and trustee training and small grants for feasibility studies, options appraisals, market research and business planning. Business finance support including equity and asset finance, commercial mortgages and working capital will also be available, tailored specifically to meet the needs of Social Enterprises.

It is anticipated that many Cylch members will need to engage in a period of reflection and to revisit their aims, objectives and plans, in order to help trustees

and managers determine their business commitments. This will be an essential starting point in guiding future decisions and establishing resource needs. So it has been decided that we will institute a “transition period” between now and March 31st 2009 to allow for this process. A workshop at the Annual Cylch conference and other regional events will provide the occasion for members to discuss and examine all the opportunities that this programme has the potential to and will provide.

The Welsh Assembly Government has allocated this funding to assist with the delivery of its Waste Strategy, recognising that Cylch members are positioned to help in a very cost-effective and specific way. It has also recognised that social enterprises need to be steered towards achieving sustainability. This programme is designed to provide tailored support in line with these government aspirations. So long as an enterprise can demonstrate a strategy and implementation plan that will achieve sustainability, these resources can be accessed to enable that plan to be carried through.

The fact that ultimately the programme utilises largely, but not exclusively, loan finance is no accident. Repayment of the loans will require thinking more appropriate to achieving sustainability and that will assist trustees and executives to plan and act in the right business-like way. Used positively, credit can be an empowering resource. They will need to maximise operational efficiency in all aspects of their work so that contractual arrangements are fulfilled on a best-value basis. This will apply to waste, recycling or any of the other activities that earn revenues for Cylch member organisations.

The programme that Cylch and The Charity Bank in Wales now offer will enable many of Cylch’s members to grow in ways they previously thought impossible. To make full use of this opportunity it may be desirable to revisit medium and long term plans, discuss possibilities with partners or prospective partners and to check contracts that might be newly available. Not all the possibilities are about growth, diversification might be a more interesting or relevant direction for an organisation, if it is to play its full part in the local service delivery. Cylch members have much to learn from each other and these resources will enable the transmission of best practice from one organisation to another. With this fund all good ideas can be resourced if it can be shown that they lead ultimately to sustainability.

The Programme will open for business immediately.

Applicants should contact Cylch by email to finance@cylch.org.uk or by post to Kayle Martin, Cylch CBIP, 113, Cathedral Rd, Pontcanna, Cardiff CF11 9PH in the first instance to supply evidence of eligibility to apply for the various forms of assistance in the programme. Cylch field officers will assist in this process as needed.

Eligibility checklist

Members are encouraged to ensure that the following documentation is available and up to date prior to applying to Cylch for the eligibility check.

Please do not send this information until requested.

- Certified copy of the Constitution document of the organisation. In the case of incorporated bodies this will be its Memorandum and Articles of Association complete with documentary evidence of any revisions.
 - Copy of its Charity Registration in the case of Charities
 - Copy of the Community Interest Statement in the case of a Community Interest Company (CIC)
- Complete list of its current management board – full names and private addresses – Trustees in the case of a registered Charity.
- Copy of the Management /Trustee Board meeting minutes for previous four meetings.
- Copy of published accounts for previous three years (if possible.)
- CVs of key personnel

- Copy of its Policies Manual to include as a minimum:-
 - Health and Safety
 - Employment - Human Resources
 - Equal Opportunities
 - Environment
 - Welsh Language
 - Volunteering
 - Purchasing
- Management and Company organisation chart including relationship with any subsidiaries, (distribution and ownership of shares if applicable).

In addition any information that adds – like IIP, ISO 14001,(Green Dragon) etc.