



Business Plan 2006-2009

The Advocacy Project

An Advocate Listens to You

An Advocate will help you to

Speak Up

Know your Rights

Make Choices

We can help you if you have a problem with

Money

Housing

Day Centre College

Work

We can do things like:

Go to meetings with you

Easy words **Help YOU to understand information**

Pictures

Write Letters

Make complaints

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Section	Contents	Page
1	Introduction	4
2	Executive summary	5
3	Aims and objectives	8
4	Existing services and projects	9
5	Feedback and Successes	11
6	Future plans for The Advocacy Project	13
7	Demographics and Data	16
8	Funding / Financial control	18
9	Timetable	20
10	Appendices	22

1. Introduction

The Advocacy Project originally wrote a business plan in 2004 for the period 2004-2007. The staff and Management committee meet annually to review the business plan, assessing performance against the objectives set out in the current plan and, in particular, reviewing future plans and objectives in the light of recent developments.

The purpose of the revised business plan remains the same:

1. To help supporters and users of The Advocacy Project to understand our status in 2006-2007.
2. To help us to identify our strategic objectives and direction for the coming three years.
3. To assist us to assess our current and future resource needs.
4. To aid and substantiate funding applications.
5. To act as a working document for members, management committee and staff.

2. Executive Summary

◆ The present

We are a well established advocacy organisation, highly regarded in the Boroughs of Westminster and Kensington & Chelsea, which we currently serve. We have recently resumed offering an advocacy service in Camden having not been present in the borough for about two years.

Advocacy is taking action to help people say what they want, to secure their rights, represent their interests and obtain services they need. Advocacy promotes social inclusion, equality and social justice. Advocates work in partnership with the people they support and take their side.

The publication of the 'Valuing People' government white paper in March 2001 highlighted the need for, and value of, advocacy for people with learning disabilities. It prompted local authorities to seek advocacy for individuals. As they and their agents have become more conscious of the importance of respecting the individual's right to choose, and to be involved in decision-making with regard to their own lives and services that they access, so we have received more referrals from them. More people with learning disabilities are requesting advocacy services and becoming involved through self advocacy.

The advocates we employ all have specialist experience of working with adults with learning disabilities. Professional Advocates support individuals to speak up about issues important to them. These can be issues such as where they live, child custody or control over their personal finances, or everyday issues such as choosing to use public or specialist transport, having opportunities to go out at weekends, and having their own front door key.

We recognise the need for some people to have input from an advocate whom they can count on as a friend as well as an advocate and whom they are able to trust completely. This service is delivered by committed Volunteer Advocates who are recruited, trained and supported by The Advocacy Project employees.

We are facilitating and developing self advocacy in Westminster through the Our Choice Project and also in Kensington & Chelsea. Self Advocates speak up about the things that affect them and try to make positive changes for the benefit of themselves and the wider community of adults with learning disabilities. Members meet regularly to support each other, to discuss issues that are of interest to them and to arrange regular consultation days. Members are also involved with strategic development and campaigns on a national and local level. We support user representatives on the Westminster Learning Disability Partnership Board, Kensington & Chelsea Partnership Board, London Partnership Board and London Forum.

◆ The future

This plan is the result of a strategy day held on 27th June 2006, at which the Management Committee (which includes a Volunteer Advocate and two adults with learning disabilities) and The Advocacy Project staff considered our current position, reviewed our existing Business Plan and discussed our aims for the future. Over the past twelve months, The Advocacy Project has moved to new premises, recruited new staff and continued to raise enough funds to meet the plans which we have set ourselves. It is from this stable platform that we were able to consider our plans for the future. We recognised that we have to continue to serve our user group and that it is vital that they are consulted about the strategic direction of The Advocacy Project. Accordingly we have identified our objectives for the next twelve months and possible objectives for the longer term. Whether we will in fact pursue these new objectives will depend on the outcome of the consultation process.

◆ Our plans for July 2006 – July 2007

1. To provide advocacy services in the London Boroughs of Westminster, Kensington & Chelsea and Camden.
2. To continue to employ four Professional advocates who are able to work across the boroughs we serve.
3. To support Volunteer Advocates in each of these boroughs, including Camden.
4. To raise funds for and to recruit a Volunteer Coordinator and so to expand our Volunteer Advocacy service.
5. To develop better links with services for people with learning disabilities in the transition age group.
6. To establish a Members' Forum to consider the priorities for the future of The Advocacy Project.
7. To build relationships with Black and Minority Ethnic Communities, to provide opportunities for people from those communities to use our services and to become involved in the management and operations of The Advocacy Project.
8. To develop a programme of training events / seminars for social care and other professionals, our users and potential volunteers.
9. To set up a Public Relations working group to take steps to raise the profile of The Advocacy Project.
10. To develop a quality assurance process.
11. To review the way in which we fundraise.
12. To support Our Choice to develop its independence and to ensure representation of Our Choice on The Advocacy Project Management Committee.
13. To continue to support the development of Self Advocacy in Kensington & Chelsea.

◆ **Our plans for the next two to three years**

Our plans for the next three years are dependent on generating funding and on the comments, views and ideas of our users and other interested parties. Clearly, changes in the choices and needs of the community we serve will influence decisions during the three years of this plan. The following list sets out some of the possible plans for The Advocacy Project. Our Members' Forum will be invited to consider the priorities for The Advocacy Project.

1. To employ six Professional Advocates working in Westminster, Kensington & Chelsea and Camden. Two full time equivalent Advocates will provide a Professional Advocacy service in each of these boroughs.
2. To provide advocacy services across all of the boroughs we serve to people with learning disabilities in the transition age group (14 – 25 years), initially focussing on those aged 18 – 25 years.
3. To establish Our Choice as a separate entity with its own funding stream (subject to the approval of its members and funders).
4. To establish a peer advocacy service (i.e. one user supporting another on a one-to-one basis) across the boroughs we serve.
5. To develop a specialist service to support people with learning disabilities who intend to or have become parents.

3. Aims and Objectives of 'The Advocacy Project'

Aims

- To provide a choice of independent Volunteer and Professional Advocates for adults with a learning disability in the Boroughs of Camden, Westminster and Kensington & Chelsea, and others, as appropriate.
- To ensure that the rights of all adults with a learning disability are respected and that the voice of each individual is heard.
- To ensure that services reflect the rights, choices and needs of each individual.
- To educate people to prevent discrimination within our communities and act against injustice.
- To ensure that the opinions and choices of people who use our services are reflected in policy and decision making.

The Objectives

- To promote the interests of all people with a learning disability within the Boroughs of Camden, Westminster and Kensington & Chelsea, and others, as appropriate, and to assist those people through the provision of a service.
- To assist such persons to obtain access to their full rights and privileges as citizens.
- To provide advocacy on a one-to-one basis to such persons, whether living in residential care or residing independently in their own homes or with relatives; and in so doing to offer opportunities for personal friendship and support.

We are seeking to ratify the following amendments to our objectives at the AGM on 21st September 2006:

- To promote the interests of all people with a learning disability within or formerly resident within Camden, Westminster and surrounding areas, and to assist those people by the provision of a service.
- To provide advocacy to assist such persons to obtain access to their full rights and privileges as a citizen.
- To provide an advocacy service using paid and volunteer advocates.
- To support self advocacy groups as appropriate.

4. Existing Services and Projects

We provide advocacy services to adults (18 years and over) with a learning disability in the Boroughs of Westminster, Kensington & Chelsea and Camden. .

1 Professional Advocacy

Professional Advocacy is a short-term or crisis form of advocacy. All our Professional Advocates have specialist experience of working with adults with learning disabilities. Our Professional Advocates support people with specific issues working towards the individual's desired outcome and taking instructions from the individual. They assist an individual to understand their situation. They ensure that the individual has meaningful input and that their views are heard. This may lead to resolution of the issue, but even if it doesn't, it is important that the individual has been directly involved in making decisions about their life and for their views, needs and wishes to be listened to. Professional advocates work with individuals on a huge range of issues such as choosing where to live, fighting for child custody or control over their personal finances or everyday issues such as obtaining specialist transport, having a social life, choosing what clothes to wear and having their own front door key. Our advocates work in creative and innovative ways to facilitate communication, understanding and real involvement; this includes using multi media equipment, photos, pictures or role play.

Our Professional Advocacy Service is inclusive of all adults with a learning disability, this includes those with high and complex needs who may not be able to give clear instruction. Our advocates are trained in non-instructive advocacy to enable them to support people with high and complex needs who may not be able to give direct instruction to an advocate.

We are now able to offer a cross-borough service with four advocates working across all three boroughs. Advocates are no longer restricted to working in just one borough, and so are able to work flexibly in meeting the demand for our services across the boroughs.

2 Volunteer Advocacy

Volunteer Advocacy is the linking of an adult with a learning disability with a volunteer from the local community. We follow an equal opportunities recruitment process and then train and induct the volunteer into The Advocacy Project. We currently support a small number of volunteers.

The partnership between an adult with learning disabilities (the partner) and their Volunteer Advocate is built over time through shared experiences. The trusting relationship which develops enables them to understand each other. The partner is able to express their choices, needs and wishes once they have gained confidence or the volunteer advocate speaks on their behalf.

Within the structure of residential care many of our users only come into contact with people paid to be with them. Many adults with a learning disability have no family contact, or friends who they have chosen themselves. This is why it is important for them to have an independent volunteer who is unpaid, there only for them, whom they can trust and rely on.

In recent years, although we have had no difficulty in retaining volunteers, we have found it increasingly difficult to find new applicants. In this Business Plan we outline our intention to hire someone whose job will be to recruit volunteer advocates.

3 Self Advocacy

Self Advocacy is about individuals speaking up for themselves. Members support each other to speak up, challenge decisions, raise issues and make choices in order to improve the lives of all people with learning disabilities. Our self advocacy services ensure that all people have an opportunity to be involved and be heard. We use creative methods to support people with high and complex needs, people who do not use speech to communicate and those who may be excluded from other services to be involved in self-advocacy.

We currently support self advocacy through the Our Choice project in Westminster (since 2001) and this year have started to support self advocacy in Kensington & Chelsea.

3.1 Our Choice

Our Choice facilitates members to meet regularly through small focus groups which have developed from needs identified by the members themselves. These groups raise issues at a local and national level and feed into health and social care strategic planning in the borough. Members take an active role in decisions about, and evaluation of, services that they use and issues affecting the learning disability community.

Our Choice members are representatives on the Westminster Learning Disability Partnership Board, which has been recognised as a flagship Partnership Board for inclusive working. The reps work closely with the Partnership Board worker to promote the Partnership Board and to facilitate meaningful consultation within the borough. Consultation takes place on an informal basis as well as at the regular 'Have A Say' days. These days are organised by Our Choice members to get people together to share experiences and talk about issues affecting the learning disability community. Guests are invited to speak on particular topics, such as Direct Payments, housing, transport. Issues and discussions from the day are passed onto the Partnership Board representatives or 'Have A Say' planners for further action. Through this work Our Choice has developed relationships with organisations such as Transport For London and the Department for Work and Pensions.

3.2 Self Advocacy in Kensington & Chelsea

Self advocacy in Kensington & Chelsea is still in its early stages. Self advocates in the borough meet through 3 main groups: It's My Life who work as representative on the RBKC Partnership Board, People First who are promoting self advocacy and becoming involved in consultation and campaigning at a local and national level, and a high support needs group. This group uses multi media equipment to share experiences and explore what aspects of their lives they feel are positive and any areas which cause them concern, worry or upset. It is hoped that these discussions will identify challenges or issues that affect people with high support needs, which will be shared with the Partnership Board and directly influence service provision. This group will be at the forefront of making self advocacy inclusive for all. It is hoped that together these self advocacy groups will develop and expand to become a powerful voice for people in the borough and bring about positive change for the Learning Disability community.

5. Feedback and Successes

We believe that the best people to speak about our achievements are the people who use or work with The Advocacy Project. The following quotes represent the feelings of these people.

Feedback from Members

"I felt supported"

"I have been able to take a step forward...."

"I like advocacy it makes me feel good"

"We talked about what was important"

- person at a local College following a consultation session

"I really enjoy Our Choice I go can make new friends"

"My advocate helped me sort out my housing and supporting me with some difficulties things. It is very good to have an advocate, I can talk to them about my problems, and she listens to me".

"My advocate is very good. My advocate helped me write a letter. Nothing would have changed or got done if my advocate was not there to help."

"Thank you to the advocates who help me, I like being a Partnership Board representative, helping to speak up for our rights."

Feedback from others

"The advocate demonstrated to be an excellent professional, I feel without her the treatment would not have happened so soon or so smooth"

- support staff and key worker for an individual

"the service has been outstanding"

- support staff

"It was fun and I learned a lot"

- support staff who attended an Our Choice training session

"The advocates support has been invaluable"

- support staff

"The support of the advocate adds credibility and weight to our concerns and seems to force people to take them as serious problems"

- Residential House Manager

"I really see a shift in the Partnership Board and seem to be surrounded by happy and empowered people at the moment."

- Helen Banham, Service Manager Westminster Learning Disability Partnership

"It was great. This is my first Have A Say day I was impressed. It was clear that people with learning disabilities get a great deal out of these meetings. Well done."

- Support staff

Some of our Successes

An individual received a large reimbursement from Housing Benefit after being supported by an advocate to challenge the decision relating to accumulated arrears.

A proposal for an individual to move from their own home to a residential home was stopped after an advocate demonstrated through the use of video, that the individual, who has high support needs, did not understand the proposal and wanted to stay in their own home.

An individual received an apology after being supported to make a complaint about their experiences in hospital.

The Charity Commission used The Advocacy Project's accessible complaints policy as an example of good practice in their report, *Cause for Complaint? How Charities manage complaints about their services*.

One of the Partnership Board representatives who has high support needs led a presentation about holidays. The presentation was based upon views gathered from over 35 service users in Westminster. As a result the Westminster Learning Disability Partnership are going to write a booklet to be made available to service users to help them organise their own holidays.

Westminster Partnership Board held a meeting on transport at which representatives from Westminster City Council and Transport for London attended. As a result the representatives were able to make their views known about the difficulties that people with learning disabilities still face with transport in London, as a result, the City Council will be reviewing the contract that they presently have with Dial-a-Cab.

A residential house had a number of serious maintenance problems which were having a negative impact on the residents' quality of life. Support staff had been unsuccessful in their attempts to get the Housing Association to attend to the problems. The advocate contacted the Housing Association on the residents' behalf and the work was completed within weeks. As a result of the advocate's involvement, the Housing Association also changed the contracted maintenance company.

For the first time, people with high support needs have had an opportunity to become independent self advocates through the self advocacy project in Kensington & Chelsea

6. Future plans– what we decided

1. Who we are going to support

Our priority is to provide a range of specialist advocacy services to adults with learning disabilities. This is where our core experience lies, and we have, to date, not had the resources or experience to expand beyond this. A more secure funding base now gives us the opportunity to broaden our skill set and range of experience and to look at other user groups in the longer term. We are particularly interested in providing advocacy to those in the “transitional” period, aged 14-25 years. We recognise that providing services to children involves different and additional considerations and that we will need to employ staff with particular experience of working with children.

2. Where we are going to operate

We are committed to continuing to provide existing services in Westminster, Kensington & Chelsea and Camden.

We have recognised the need for Professional Advocates to be able to work across boroughs in support of each other and to cover absences. We have sought and been successful in obtaining funding for Professional Advocates to work in any or all of our boroughs. The Lottery grant part funds advocates regardless of where they work. This gives us the opportunity both to secure and consolidate our position in Westminster, Kensington & Chelsea, and in Camden.

We intend to continue operating in these three boroughs. The need for our services continues and there is plenty of opportunity to expand our services. The location of our office is a disincentive to moving to other London boroughs and, unless a neighbouring borough needed us to provide an advocacy service in the future, we will continue to focus on these three boroughs.

3. The services we are going to offer

We remain committed to Professional and Volunteer Advocacy and intend to offer these services in all boroughs in which we operate. In the next twelve months we will fundraise for and recruit a specialist Volunteer Coordinator to recruit Volunteer Advocates.

At our strategy day, we again discussed other services, including peer advocacy and providing professional advocacy services to younger people in the “transitional” age range. It is our intention to assess both of these areas further over the next 2-3 years.

As stated in our previous Business Plan, we are committed to supporting the Our Choice Project and to helping it become an independent group in the future, if that is what they wish to do. We continue to support the Westminster Partnership Board. It is our view that this work should be funded by the local authority. Since our last strategy day, we have won a contract to provide self advocacy in Kensington & Chelsea and we are therefore now also involved in supporting the user representatives on the Kensington & Chelsea Partnership Board.

4. Staff and infrastructure

We employ a Director to focus on working on the strategic direction of the organisation and to work with the staff, the Management Committee, our funders and those responsible for services in our three boroughs. Our Administrator handles most of the day-to-day administrative matters, finance and accounting and the preparation of funding applications.

Fundraising efforts over the past 12 months have been successful and we are now funding our projects on a full cost recovery basis. Over the next year we will review whether The Advocacy Project needs to dedicate more resources to fundraising.

The Advocacy Project now employs four full time Professional Advocates and three Advocates working with self advocacy projects. This would not have been possible without the move to our new premises at Conlan Street. We intend to recruit a Volunteer Coordinator in the next 12 months.

We lease two offices at Buspace Studios, Conlan Street on short term leases. Our Choice now has a separate office to the rest of the project; this office is well used by the Our Choice members and has given Our Choice an even greater sense of its own identity. Our Choice members are now able to take on more responsibility for and be more involved in the planning, development and day to day running of the project.

5. Member involvement in TAP

We are committed to improving member involvement in the development and monitoring of The Advocacy Project. We have excellent member involvement in the development and direction of the Our Choice Project and in the recruitment of any new staff. In reviewing our current recruitment procedures, we are committed to maintaining this level of involvement.

We have recently started to support a Members' Forum and, once this group develops, it is hoped that they will provide feedback on current services and work with the Management Committee in considering and deciding on the future direction of The Advocacy Project. We also hope that we will be able to recruit Management Committee members from this group. We continue to produce a wide range of accessible information under the guidance of The Better Information Group (BIG). Recently the group have developed an accessible referral form for our Professional Advocacy Service and made an accessible version of our Confidentiality Policy. We have also reviewed the Exit Interview forms, which are sent to individuals when their work with a Professional Advocate comes to an end.

6. Management Committee

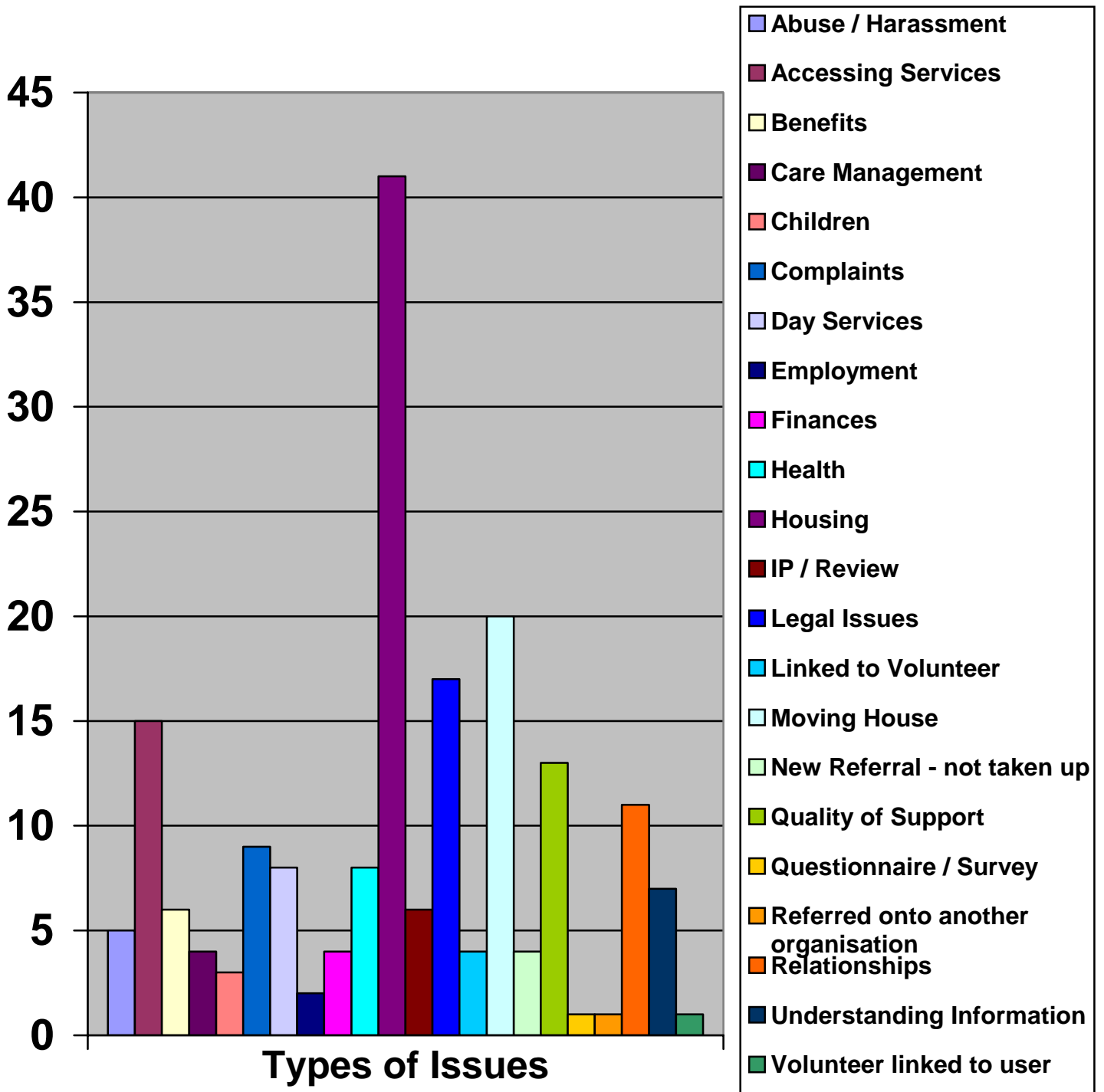
The Management Committee has been unchanged over the last 12 months. We are aware that there is no one on the Management Committee with experience of public relations or fundraising. Given the difficulties in recruiting Management Committee members with the right experience, we are considering other ways in which The Advocacy Project can manage its PR and fundraising. We hope that as we develop links with the local BME communities that we will be able to recruit members of those communities to join the Management Committee.

7. Seminars and training

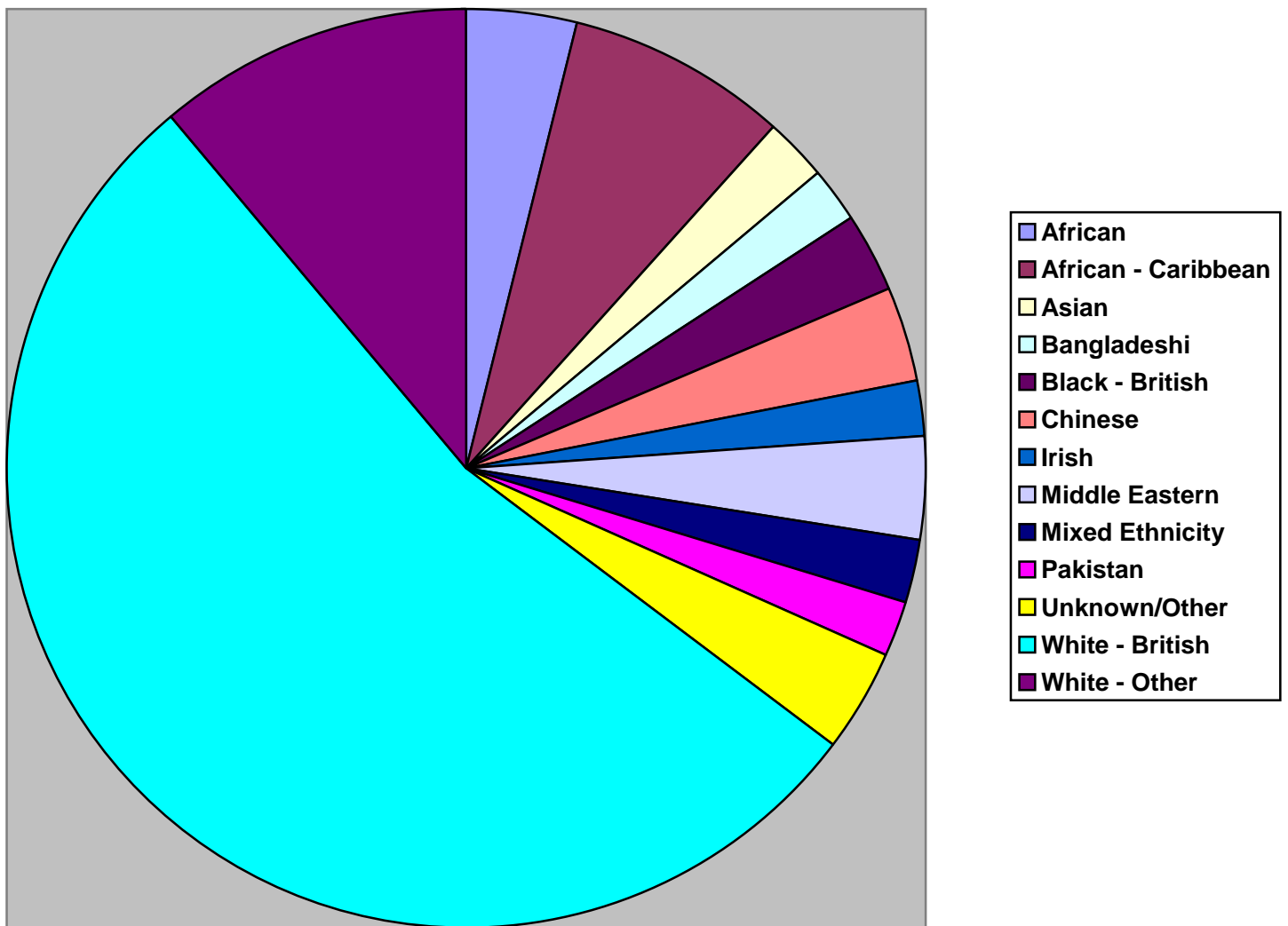
We wrote in our last Business Plan of our intention to run at least one seminar and training event each year to share our experience and skills with others. The planned titles included 'What is advocacy and how you can be involved', 'Essential communication skills and advocacy' and 'Working in partnership - the benefits and methods' (for service providers and advocates) Our Choice has developed a successful training group who have delivered training to a variety of Professionals. The group have provided disability awareness training called 'Through the Eyes of a Person with a Learning Disability' for Westminster Youth Service Managers, staff in Westminster who are on the national training programme; Learning Disability Awards Framework and staff from a local service provider. The group have also run training for the Westminster Partnership Board on meeting inclusively. All the training has received excellent feedback and requests for further training have been received. Advocates have also provided training to a local service provider as part of their in house training on complaints. It is hoped that The Advocacy Project can run similar events to raise the profile of The Advocacy Project with social care and other professionals, the widest possible user community and potential Volunteer Advocates.

7. Demographics and Data

Professional Advocacy Cases by Issue



Ethnicity of Individuals referred to The Advocacy Project 2005-2006



Total of 332 people

8. Funding / Financial control

Financing Core Costs

Core costs, comprising the salary costs of the Director and Administrator and the organisational overheads (rent, rates, etc) have historically been funded separately from the projects themselves, although overheads have been allocated to the various projects on a percentage basis to the extent that project funding allowed, thereby reducing net core costs. This has largely been a consequence of the difficulties of obtaining project funding that includes an allowance for overheads. However, this has resulted in a need to find “core” funding, which is extremely difficult.

In order to reduce dependency on core funding (provided by the Bridge House Trust at £40,000 pa from January 2004 until end of December 2005 and £31,000 pa until December 2006), we are in the process of implementing a full cost recovery model, which has become best practice amongst voluntary organisations and is endorsed by the government and larger funders. In essence this would involve making greater efforts to ensure that project funding makes adequate allowance for the essential overheads and running costs of the charity rather than just providing for direct project costs.

Project Funding

Our fundraising priority is to secure funding for the continuation and development of the Professional Advocacy Service and for the new Volunteer Advocacy Project, which would include the true allocation of overheads.

The current Professional Advocacy Service is fully funded for the financial year 2006-07, and a small amount of additional non-lottery funding has been secured for the financial year 2007-08.

Our Choice and the Partnership Board project will continue to receive funding from Westminster PCT until March 2007.

Our Fundraising Strategy is included at Appendix 2.

Financial planning and control

Our accounts are audited annually in line with SORP 2005. We distribute the full accounts on request. We produce our accounts within six months of the end of the financial year, in line with the Charity Commission’s Guidelines.

At the beginning of the financial year we set budgets that are monitored by the Management Committee on an ongoing basis through the production and presentation of quarterly management accounts. At the beginning of the next financial year we plan to introduce 24 month rolling forecasts to enhance our financial forecasting capabilities.

We use SAGE Line 50 to record all income and expenditure and produce our financial reports. We have a finance policy and procedures which are reviewed on a regular basis by the management committee and our auditors.

The management committee includes individuals with significant professional experience in financial control and planning within blue chip corporations.

Reserves

We aim to have three months of expenses in reserve at any given time in order to provide financial security for both existing staff and for the charity itself by enabling us to absorb unforeseen events and emergencies.

Funding required

All funding for the financial year 2006-2007 has been secured,

We are currently focused on obtaining funding for our Professional Advocacy Service for the financial years 2007-08 and 2008-09, and the new Volunteer Advocacy Project which we hope to commence in 2007. In keeping with our adoption of full cost budgeting, we particularly want to obtain funding from charitable trusts which are prepared to help us meet the costs of our overheads, which are a vital and unavoidable component of The Advocacy Project's cost structure.

9. Timetable

We have identified the following dates by when we hope to achieve the plans set out above. This will facilitate monitoring of this Business Plan and the development and delivery of our services.

Date	Target
Aug 2006	Finalisation of business plan
Aug 2006	Establish Members' Forum
September 2006	Appoint 4 th Professional Advocate
September 2006	AGM annual report & accounts available
October 2006	Set up Public Relations working group
January 2007	Start BME pilot project in RBKC
June 2007	Strategic review with members' involvement
June 2007	Complete quality assurance assessment, PQASSO level 2
July 2007	Appointment of Volunteer Coordinator
September 2007	AGM annual report & accounts available

10. Appendices

1. Fundraising Strategy

The documents listed below are available on request. If you want a copy of any of these items please contact our office at Unit 215 Buspace Studios, Conlan Street, London W10 5AP or telephone 0208 962 8695

- General information leaflet
- Independent Evaluation report of The Advocacy Project Volunteer Advocacy Service (2002)
- Latest annual accounts
- Latest annual report
- Brief History of The Advocacy Project
- Complaints procedure
- Funders details
- Job descriptions - Staff
- Job descriptions - Volunteers
- Newsletters

Appendix 1

The Advocacy Project - Fundraising Strategy 2006-2009

Current Status

Funding for the organisation comes mainly from two streams:

1. Statutory bodies (e.g. Department of Health, London Boroughs Grants Scheme, Association of London Government, Westminster Joint Finance and Primary Care Trust, Kensington & Chelsea Joint Finance and Primary Care Trust)
2. Charitable trusts (e.g. most recently Bridge House Trust, Community Fund, Big Lottery, Goldsmiths' Trust, Mercers' Trust, Esmee Fairbairn, Lloyds TSB, City Parochial Foundation, Marchday Foundation and Westminster Amalgamated Charity).

The funding we receive from the above sources is mainly restricted funding tied to particular projects.

We also receive a small number of individual and corporate donations which are classified as unrestricted funding.

Fundraising Aims

Our aims for the future are as follows:

1. To fund the continuation and development of the organisation as outlined in the Business Plan 2006-2009.
2. To actively prioritise fundraising and to ensure that we secure funding for existing projects two years in advance to reduce the risk of gaps in project funding.
3. To obtain unrestricted funding to build reserves equivalent to three months' operational costs.

Objectives

- Implement the full cost recovery programme to incorporate overhead costs in all future project funding applications
- Produce a strong funding case to encourage support for TAP and for individual projects
- Complete the database with records of all previous and current funders' details and document all approaches and research done.
- Contact all previous funders, statutory bodies, charitable trusts and corporations to establish availability of further funding

Action plan

Item	By when	Who
Produce Full Cost Recovery budgets for TAP/projects for 2007/08	30/09/06	RMc
Review and update Case for Support for TAP and projects	30/09/06	LJ
Produce Case for Support for Volunteer Advocacy project	30/09/06	LJ
Submit applications to statutory funders	31/10/06	LJ/AW
Review funding received against targets – 1	30/11/06	LJ/AW/MC
Submit tender to ALG for 3-year commission if appropriate	31/12/06	LJ/AW
Complete database of past and current funders' details	31/12/06	LJ
Review Funding Strategy	31/03/07	LJ/AW/MC
Review funding received against targets – 2	30/04/07	LJ/AW/MC
Contact all previous funders	ongoing	LJ/AW
Research potential new funders	Ongoing	LJ
Contact new funders and submit applications	Ongoing	LJ

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