

29th January 2014

Sona Mahtani
Selby Trust,
Selby Centre
Selby Road
London
N17 8JL



Dear Sona,

Invitation to participate in developing an Early Action Neighbourhood Fund

This letter follows our 'save the date' letter from 14th January, and provides more information about the Early Action Neighbourhood Fund and the event on 5th March to which you are invited.



Introduction

We are a group of independent funders looking to support work that promotes early action – 'building a fence at the top of the cliff instead of running ambulances at the bottom.'

We are writing to you and eleven other trusted local organisations from across England because we think you have the skills, capacity and local relationships to lead new work on early action in your area.



Through the process set out in this letter, we will be inviting these twelve areas to discuss this programme with us at a preparatory meeting on March 5th (see below), and then to submit concept notes setting out how they would go about achieving a catalytic change to structures, strategies, systems and skills across the statutory and voluntary sectors in their area to better promote earlier action. Six areas will then be funded to develop comprehensive plans, with three of these areas going to be awarded substantial long-term funding to put these plans into action. We hope very much that you would like to discuss this opportunity with us.



The work has originated from the Early Action Task Force and you can read more about early action in its reports [The Deciding Time](#) and the [Triple Dividend](#).



The object of this work

The overarching objective of this programme is to prevent need and build readiness in communities. We recognise the importance and value of acute services but believe that acting earlier to prevent problems arising rather than waiting to deal with the consequences not only improves lives but saves



money and contributes to growth.

We believe that leaders from every sector agree with this diagnosis but lack the resource, capacity and structures to initiate the shift. We are therefore developing a programme of funding and support for selected local area partnerships. These would be led by the voluntary sector but the close involvement and support of the statutory sector is essential.

This programme aims to show that with the right support and some extra resource, local voluntary and statutory agencies can develop and then implement plans to change structures, strategies, systems and skills so that early action is embedded in future delivery. Although we are approaching voluntary sector organisations to lead local partnership working, the role of the local statutory sector (local authority, education, health, and / or police etc.) will necessarily be a crucial component of this work.

Crucially funding will not support a mere add-on to existing provision; the funding should catalyse change in how existing services are planned, funded and delivered so that they intervene earlier, such that when the funding comes to an end the changes are sustained and are propagated throughout local services of all kinds.

The process from here

- If you would like to explore this opportunity further, then please join us at an event from 13.00 to 17.00 on 5th March 2014 at the Esmée Fairbairn Foundation, Kings Place, 90 York Way, London, N1 9AG. The event has two aims: for us to share with you our understanding of early action and our overarching aims for the programme; and for us to learn from you about how best we could go about promoting early action through this funding programme.

Should you wish to attend this event, we also ask that you invite a representative from your local statutory sector (local authority, school, police, or elsewhere) to accompany you. It is essential that the statutory sector is engaged in this process from the start.

- After the meeting we will then ask organisations that would like to proceed further to submit a concept note setting out a broad outline of an approach to this funding. We will draw on the learning from our initial meeting to define the requirement for this note. Organisations will be invited to submit their concept notes during summer of 2014.
- The Funders will assess these concept notes and select six areas to be awarded seed funding to (i) develop a comprehensive proposal and budget for putting the ideas contained in the concept note into practice and (ii) carry out initial work on the key tasks identified in your concept note to promote early action.
- The funders will then review the comprehensive proposals and results of early work on promoting early action and select three areas to receive substantial funding over the long term. We expect that over this time, each area will achieve a significant shift in structures, systems, strategies and skills locally.
- We hope that those organisations who are not successful in reaching the third stage will nonetheless gain significant benefits from the process, including being better equipped to make other funding bids of a similar nature in future.
- At this stage, the scope of policy issues for local areas to address is deliberately open. Our group of funders includes specialists on a wide range of interests but it is vital that the priorities for each area are chosen and developed locally.

- Evaluation will be a vital part of this programme since we are keen to learn both what programmes are successful in preventing need, and also what changes in systems and structures best promote early action, and how to achieve them.

What you need to do now

We would be grateful if you could let us know if you are interested in pursuing this opportunity and, if so, whether you and a representative of your local statutory sector can attend the event on the 5th March.

Please RSVP to Jennie Pfeffer at the Esmée Fairbairn Foundation (jennie.pfeffer@esmeefairbairn.org.uk; 020 7812 3711) by Friday 7th February

The event on 5th will be an excellent chance to ask all participating funders detailed questions about the fund, but if you have questions before then you can contact Will Horwitz at the Early Action Task Force on will.horwitz@community-links.org.

We hope very much that you would like to join us to find out more

Yours sincerely



Debbie Pippard
Head of Programmes, Barrow Cadbury Trust



Caroline Mason,
Chief Executive, Esmee Fairbairn Foundation



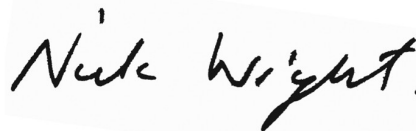
Dawn Austwick
Chief Executive, Big Lottery Fund



Matthew Smerdon,
Chief Executive, Legal Education Foundation



Paul Buchanan
National Community Director
Business in the Community



Nick Wright
Managing Director, Corporate Responsibility &
Community Affairs, EMEA, UBS



Gilly Green
Head of UK Grants, Comic Relief