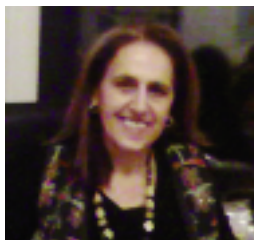


The Alliance, Herefordshire  
ANNUAL REPORT  
2008-2009

# Foreword

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The Alliance promotes the distinctive characteristics that third sector organisations bring to service delivery, e.g. reinvestment of surpluses, innovation, responsiveness and commitment to making a difference to the lives of individuals and/or communities.

**That is why The Alliance continues to promote the optimum use of third sector organisations in public service delivery and, through the acquA programme, has raised the bar of organisational fitness to demonstrate their capacity to deliver publicly funded services.**

Moving forward, it is important that The Alliance membership and the wider third sector in Herefordshire recognises its collective strength to advocate for better services and, in some cases, to combine back-office functions and/or services, in order to deliver economies of scale and improved quality as well.

The external review of The Alliance was positive and emphasised particular roles for the future, e.g. further development of acquA, representation in commissioning and business support. Considering the wider context, The Alliance will work with other local infrastructure organisations in Herefordshire to streamline infrastructure support arrangements. During the planning stage it will be important that focus is not diluted in particularly important areas such as care and support

Economic pressures that demand different responses, alongside a commitment to resilience and business continuity, are likely to affect us all. It is important, therefore, that we focus on what we do well and that we remember why we do this work.

**My thanks go to all members of The Alliance for their support, and to a very excellent group of staff and directors for their energy, knowledge, and commitment.**

*Jan Frances*

Jan Frances  
Director

# Personalisation

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**Government requires 30% of eligible service users and carers to be purchasing care and support services using an Individual Budget or Direct Payments by 1 April 2011.**

Personalised services are responsive to the choices of individuals, playing to the strengths of many third sector organisations. Providers will need to continue to foster trust with the people who use their services and think imaginatively about their roles and missions. Successful organisations will promote and encourage people to have active lives exploring their aspirations as well as providing essential care and support. There will also be administrative and back office demands: multiple invoicing, workforce development, improved marketing and better business risk assessment.



**Responding to members' interests, The Alliance has organised several events with Herefordshire Public Services on personalisation during 2008-9. Looking forward, The Alliance will run several learning sessions for members on key themes such as marketing, finance and monitoring outcomes.**



# Commissioning & Partnership



The Commission for the Compact published its 'Commissioning Guidance' in February 2009 which sought to set out the 'distinctive benefits that independent third sector organisations often bring to public service design and delivery'. A transparent, accessible and well communicated process was proposed that will aid collaborative working and develop mutual understanding and respect.

In 2008-09 the Alliance drafted the 'Informing, Consulting and Partnership Code' which set out values, undertakings and standards, to strengthen relationships and clarify expectations between partners or stakeholders. This

includes the third sector's active involvement in needs assessing, planning and service specifying. Timely, transparent and accessible engagement should identify gaps in provision and the strengths and weaknesses of providers in the market place. The Alliance also continues to advocate for transparent and fair procurement through its work on the Funding and Procurement Code that will be refreshed in 2009-10.

Finally, the economic recession is forecast to result in significant public spending pressures for public-funded services alongside the reductions in charitable trust grants and individual donations that third sector organisations are experiencing. Organisations will need to think about greater efficiency in order, in some cases, to do the same for less – a potential blow for full cost recovery, unless organisations can reduce their costs.



The Alliance has already surveyed members on back office functions and premises requirements encouraging them to offer and buy spare capacity between them. Work will continue to encourage and facilitate collaborative approaches.

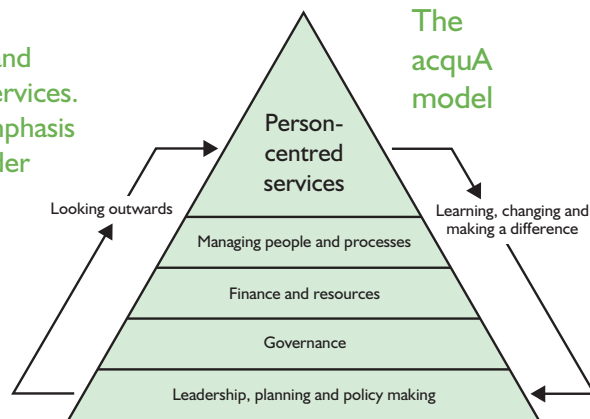
acquA continues to be respected as a valuable tool of assurance that complements commissioning and reassures individual users of services. The recession will increase emphasis on value for money and provider organisations will want to distinguish themselves as competent, safe and person-centred, as well as financially robust.

All partners were involved in the

review of the standards seeking to reflect the changing environment, particularly personalised care and support, and the challenges to continually improve. A Learning and Development Programme has been developed to support organisations to meet those challenges, and themes include financial management, marketing and outcomes monitoring.

Work is ongoing with commissioners to streamline accreditation, registration and contract monitoring so that duplication is avoided and a level playing field for all providers is established. Ongoing consideration is also being given to how acquA can become more independent of The Alliance to avoid potential conflicts of interest, and to expanding its remit across all sectors.

The growth of the Register of Approved Providers, since acquA started, demonstrates organisations' commitment to fitness for purpose and the third sector's thriving presence in Herefordshire. It remains essential that the development of acquA is owned by both commissioners and providers, and that the value of investing in organisations' capacity to govern and manage effectively remains integral to service developments across Herefordshire.



# Members

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## Full Members

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2XL Youth Projects Ltd  
Action for Children  
Advance Housing and Support Ltd  
Age Concern Hereford (City & Rural)  
Age Concern Herefordshire & Worcestershire  
Age Concern Ledbury & District  
Age Concern Leominster & District  
Alzheimer's Society (Herefordshire Branch)  
Aspire - Choices/Living  
autism west midlands  
Barnardo's Herefordshire Short Breaks  
British Red Cross  
CLD Youth Counselling Trust  
Cruse Bereavement Care Marches Branch  
Deaf Direct  
Echo for Extra Choices in Herefordshire  
Elgar Housing  
Focus Futures (Midland Heart Limited)  
H.O.P.E. for Children and their Families  
Herefordshire Carers Support Ltd  
Herefordshire Council for Voluntary Youth Services  
Herefordshire Headway  
Herefordshire Heartstart  
Herefordshire Lifestyles  
Herefordshire Mind  
Herefordshire People's Advocacy Network  
Herefordshire Riding For The Disabled  
Home-Start Herefordshire  
Jumpstart Kidz Ltd  
Kemble Housing Ltd  
Livability  
Marches Family Network  
Mediation Herefordshire  
Music Pool  
Noah's Ark Trust  
NSPCC  
Royal Mencap Society  
Salters Hill Charity  
Scope First Key  
Services for Independent Living  
Shaw Trust  
Shelter  
St Michael's Hospice  
West Mercia Women's Aid  
Workmatch Ltd  
WRVS  
Youth Support Services

## Associate Members

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Acorns Children's Hospice Trust  
Age Concern Bromyard & District  
Age Concern Ross-on-Wye & District  
Breast Cancer Haven  
Close House Projects  
Community First  
Community Voluntary Action Ledbury  
East Radnorshire Day Centre  
Enviroability  
Friends of the Elderly  
Halo Leisure Services Limited  
Hereford Access for All  
Hereford Life Group  
Herefordshire Citizens Advice Bureaux  
Herefordshire Home Check  
Herefordshire Nature Trust  
Herefordshire Sustain Project  
Herefordshire Vision Links  
Herefordshire Voluntary Action (HVA)  
Kidz First  
Ledbury Youth First  
Marie Curie Cancer Care  
Megan Baker House  
Stroke Association  
TACT UK Ltd  
Teme Valley Youth Project

# Statement of Financial Activities

## for the year ending 31 March 2009

	Unrestricted funds £	Restricted funds £	Total 2009 £	Total 2008 £
<b>Incoming resources</b>				
<i>Incoming resources from generated funds:</i>				
Investment income: interest receivable	2,937	-	2,937	3,980
<i>Incoming resources from charitable activities:</i>				
Grants and subscriptions	115,137	141,315	256,452	265,322
Other incoming resources	250	-	250	250
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<b>Total incoming resources</b>	<b>118,324</b>	<b>141,315</b>	<b>259,639</b>	269,552
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<b>Resources expended</b>				
<i>Charitable activities</i>				
	(129,463)	(111,920)	(241,383)	(225,432)
<i>Governance costs</i>				
	(13,917)	-	(13,917)	(7,079)
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<b>Total resources expended</b>	<b>(143,380)</b>	<b>(111,920)</b>	<b>(255,300)</b>	(232,511)
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<b>Net incoming/(outgoing) resources for the year</b>	<b>(25,056)</b>	<b>29,395</b>	<b>4,339</b>	37,041
<b>Reconciliation of funds</b>				
Total funds at beginning of year	50,995	24,278	75,273	38,232
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<b>Total funds at end of year</b>	<b>25,939</b>	<b>53,673</b>	<b>79,612</b>	75,273
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The Alliance wishes to thank the following funders: Herefordshire Primary Care Trust and Herefordshire Council.

### [Directors and Staff](#)

**Directors:** Debora Barazetti-Scott (resigned 15.07.08); Paul Arnold (appointed 12.06.08); Colette Colman (appointed 15.07.08); Janet Fellows; Jan Frances; Richard Kelly; Roger Painter (appointed 15.07.08); Samuel Pratley (appointed 15.07.08); Peter Rowland (resigned 01.04.08); Helen Tank; Marion Tweed-Rycroft

**Chief Executive and Company Secretary:** Helen Horton

**Staff:** Dawn Bannerman, Finance Officer; Tracey Chamberlain, Temporary Administrator (from 23.02.09 to 12.06.09); Joyce Eccleston, Temporary Administrator (from 02.06.08 to 29.08.08); Angela Higgleton, acquA Administrator; Sandie Maddison, General Manager; Jinny Nash, Temporary Administrator (from 28.10.08 to 22.01.09); Andrew Strong, Third Sector Commissioning Manager



*Working collaboratively for improved health and social care services in Herefordshire*

The Alliance Herefordshire:

- Provides structured third sector input into the strategic planning and joint commissioning of services
- Maintains the Register of Approved Providers (RAP) of services in the third sector
- Develops the Compact in health and social care and its associated Codes of Good Practice

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*The Alliance is affiliated to NCVO, NAVCA, ACEVO, Community First Herefordshire and Worcestershire*

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