

ECED7008

“Produce a realistic portfolio that will allow an organisation to gain funding for an Advocacy service within a local area.”

Student number: 2518176

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Wirral Voice: A community advocacy and empowerment pilot project

Section 1: Wirral Voice Overview

1.1 Why Wirral Voice is needed

This funding portfolio proposes the creation of Wirral Voice, a community advocacy and empowerment pilot project in Wirral, for adults currently in social care processes who may need support to understand whether advocacy is appropriate, access statutory advocacy where they meet the criteria, or receive lower-level advocacy guidance and signposting where they do not. Local authorities have a legal duty to arrange independent advocacy where an adult has substantial difficulty being involved in care and support processes, meets the statutory criteria, and has no appropriate person to support them (*Care Act 2014*, s. 67). This project, guided by the principles of independent advocacy, is designed to ensure that adults facing barriers to being heard in decisions which impact their lives, such as care planning, support, safeguarding, assessments and wellbeing, have their voices respected and their wishes acknowledged.

National Lottery Awards for All England is an appropriate funding source for this project because it supports community projects in England with grants of £300 to £20,000 for projects lasting up to two years (The National Lottery Community Fund, 2026a; see Appendix 1). This makes it suitable for Wirral Voice because the project is designed as a small, 12-month community-based pilot project focused on improving access to advocacy support. Wirral Voice does not aim to replace existing statutory or commissioned advocacy provision; rather, it is designed to work alongside formal advocacy services by improving advocacy awareness, access and early support for adults in social care. The need for advocacy may not always be apparent or obvious, creating a hidden demand (Healthwatch England, 2024). Also, some adults needing advocacy may fall outside statutory eligibility, as Care Act advocacy applies only where specific criteria are met, including substantial difficulty and having no appropriate person to support them (*Care Act 2014*, s. 67). Others may not have been referred correctly and in a timely manner, or may not know what advocacy support is available and how to request it (National Institute for Health and Care Excellence [hereafter NICE], 2022). This is especially relevant for adults with disabilities, mental or cognitive impairments, neurodivergence, communication or language

barriers, poverty, digital exclusion, trauma, social isolation, or with no informal support system. Wirral Voice would help to bridge this gap by making advocacy support more visible and easier to navigate.

Wirral data highlights and supports the need for an advocacy focused project in the local area. Wirral Council's Adult Social Care and Public Health Committee 2024 report "Recommissioning of the adult social care advocacy service" (Wirral Council, 2024a) states that Wirral Council intends to commission advocacy services for people in need of that support, and mentions that not maintaining advocacy provision could risk non-compliance of its statutory duty under the Care Act 2014 (*Care Act 2014*, s. 67). The report also refers to general, self, and peer advocacy as non-statutory services which help people to express their views, understand their rights, and have a more active role in decisions impacting their lives. This suggests that advocacy in Wirral is understood not solely as a statutory duty, but also as a broader way of supporting empowerment and participation (Wirral Council, 2024a). In the wider context of adult social care, Wirral Council's 2026 report "Adult Social Care and Public Health Performance Report" (Wirral Council, 2026), highlights that monitoring Adult Health and Care services and partners, supports the development of the council plan, "Wirral Working Together 2023-2027" (Wirral Council, 2026), especially Theme 3, which is to support people to live more independently and improve their wellbeing. The 2026 report also mentions that Adult Social Care and Health services carry out consultation and engagement with service users and residents to optimise service delivery and outcomes (Wirral Council, 2026), which supports the relevance of a project like Wirral Voice, which would focus on voice, access and participation.

This Wirral Council commitment to engagement and recognition of the importance of service user voices, strengthens the case for the creation of Wirral Voice, as disability and other barriers may cause participation to be harder for some adults in social care processes. Wirral's All Age Disability Strategy 2024–2029 states that 71,000 Wirral residents are considered disabled under the Equality Act 2010, which is 22.2% of the population (Wirral Council, 2024b). Wirral's strategy also signposts advocacy as one of its five core values, which further supports the creation of Wirral Voice, as disability and other barriers may make participation harder for some adults in social care processes. However, population-level disability statistics alone do not reveal the full extent of advocacy need. Some adults may have unmet or hidden social care needs, may not know where to seek support, or may struggle to navigate complex care and support systems (Healthwatch England, 2024). By aligning with these local priorities,

and responding to less visible forms of need, Wirral Voice would provide community-based advocacy support, strengthening voice, access, and empowerment.

Demand for advocacy, therefore, should not only be assessed by numerical data. While visible demand includes adults already known to adult social care and formal advocacy services, there may also be hidden demand within adult social care processes. Hidden demand may include adults who are unaware of advocacy provision, are not referred at the right time, lack confidence to ask for support, or have difficulty navigating complex referral pathways (NICE, 2022). This is reflected in the Care Quality Commission's 2025 assessment of Wirral, which states that concerns regarding delayed advocacy referrals led to a software prompt being built into the local authority's IT system so staff could refer more easily for advocacy during Care Act assessments (Care Quality Commission, 2025). Therefore, low referral numbers may identify a problem with awareness or complicated pathways, rather than there being low need. Research on advocacy in the United Kingdom highlights that people's experiences and understanding of advocacy are important when considering how services can improve awareness, access and support (Fish, Wilde and Malkin, 2025). Wirral Voice would respond to this access gap by supporting adults who may be legally entitled to statutory advocacy but need help understanding or accessing it, while also offering basic advocacy guidance, accessible information and supported signposting for adults who do not meet statutory eligibility criteria. Wirral Voice would be a project that is both preventative and rights-based, by supporting adults and preventing their voices from being lost in complex bureaucratic systems.

1.2 Who will benefit and who will deliver the project

The main beneficiaries of Wirral Voice will be adults in social care in Wirral who face barriers to being heard in care processes and may need advocacy guidance to understand information, express their views, and participate in decisions affecting their care and support, and those adults who may be unaware that advocacy support is available or may not feel confident enough to ask for it (see Appendix 6). Service users may come from various groups (NICE, 2022; NHS England, 2025; Wirral Council, 2024b), such as adults with mental health needs, long-term health conditions, neurodivergence, physical impairments, poverty, language and communication barriers, and social and digital exclusion. Wirral Voice would be supportive and not make decisions for service users; instead, Wirral Voice would help adults to communicate what is important to them. Wirral Voice's advocacy purpose would be to

support engagement and confidence in the service user, and this ethos will shape Wirral Voice's service delivery. Wirral Voice advocacy would be delivered by a small project team, including a part-time project lead who will be responsible for supervision of advocacy workers, working with partner agencies, safeguarding, monitoring the project, and reporting to the funder (see Section 1.4; Appendix 4). Wirral Voice advocacy workers would provide guidance to service users, outreach, and signposting to outside support agencies. Volunteers and community partners at Wirral Voice may be involved in helping spread awareness of Wirral Voice advocacy and with community engagement; however, this will be facilitated by training, supervision, and clearly defined role boundaries.

Alongside this practical planning, the professionalisation of advocacy is important because training could improve if it comes from a structured central point (Pulman, Sloan and Fenge, 2024), helping advocacy workers to provide consistent, ethical and accountable support. The Care Act 2014, which further professionalises advocacy, stipulates that local authorities have a responsibility to arrange independent advocacy for those with substantial difficulty and without an appropriate person to support them, per Section 67. Still, just because these concerns are codified in law, does not guarantee advocacy access in practice, because advocacy depends on awareness, referrals, and clear information explaining how people can access both statutory and non-statutory support (Local Government Association [hereafter LGA], 2024). People, such as adults in social care situations, may still have difficulty understanding complicated professional language, remembering information, deciding between options offered, or challenging decisions. Wirral Voice would help to bridge this gap for service users, as its advocates would be trained and supervised to give appropriate advocacy support to adults in Wirral; using professionalisation to ensure consistency of service. Wirral Voice advocates would be monitored by managers for quality of service, safeguarding, record keeping, ethical boundaries, and up to date on relevant legislation. Well trained advocates are more able to effectively support service users in a reliable and accountable way (Pulman, Sloan and Fenge, 2024). This is important because advocates may be involved in complex situations where there are differing views between involved parties, such as the service user, their family, health professionals, and organisations (Independent Age, n.d.). Wirral Voice advocates' training and professionalisation would help them to navigate this complexity and support the service user.

However, professionalisation should be used in balance to improve the experience of advocacy for the service user, and not become too bureaucratised when trying to comply with rules and regulations,

such as the Care Act 2014, the Mental Capacity Act 2005, and the Equality Act 2010 (*Care Act 2014; Mental Capacity Act 2005; Equality Act 2010*). If advocacy focuses too much on box-ticking, paperwork, performance benchmarks, or commissioner requirements, there is a risk that service user voices will lose priority, becoming secondary to organisational processes. Advocacy should be about removing barriers, and not about adding more, by becoming too bureaucratised (Pascoe, Waterhouse-Bradley and McGinn, 2023). With this in mind, Wirral Voice would use professionalisation to strengthen advocacy in practice, while maintaining the service's independent ethos.

1.3 What Wirral Voice will do and what needs to be planned

Wirral Voice would deliver a community advocacy and empowerment pilot project for adults in social care in the Wirral area who need support to have their voices heard in decisions that affect their lives (NICE, 2022). This would include adults who may be unaware that advocacy support is available, do not know how to request it, or lack confidence to ask for help. In addition to advocacy guidance, Wirral Voice would use community outreach, accessible information and working with partner agencies to help service users prepare for meetings and assessments, identify what they want to express, and question or challenge decisions when necessary (LGA, 2024). Wirral Voice would not act as a substitute for statutory advocacy, legal advice or formal complaints services, but would help adults understand when and how to access these routes where appropriate. This makes outreach a key aspect of the project. Wirral Voice would, therefore, build connections with local community groups, carers and voluntary organisations, health and social care teams, and libraries. This outreach would help improve advocacy visibility and reduce reliance on social workers, health workers or other professionals as the main pathway into advocacy support (Department of Health and Social Care [hereafter DHSC], 2025; see Section 1.4; Appendices 3, 4 and 5).

Clear and accessible information would also be developed, such as easy-to-read leaflets (see Appendix 6), and simple referral guides, explaining that advocacy is not legal advice or counselling, but a way of supporting people to understand information, have their voices heard, and encourage participation in decisions affecting their lives (DHSC, 2025; NHS England, 2025). Planning and implementation of Wirral Voice would also include creating referral and signposting pathways, developing safeguarding procedures, designing a supervision framework, working with local partners, and analysing service outcomes. These planning requirements are reflected in the practical

documents included in this portfolio. The SWOT analysis (see Appendix 2) identifies internal strengths and weaknesses, as well as external opportunities and threats; the GANTT chart (see Appendix 3) outlines the proposed delivery timeline; the risk assessment (see Appendix 5) considers safeguarding, operational and project delivery risks; and the cost analysis (see Appendix 4) explains how the proposed funding would be allocated. Together, these documents support the National Lottery funding bid in Section 1.4 and demonstrate that Wirral Voice is realistic, accountable and fundable.

This practical planning also links to the innovative aspect of Wirral Voice, because the project is designed to improve access to advocacy within existing adult social care systems rather than duplicate services. Its innovation is in improving early access through outreach, supported signposting and accessible information, so adults in social care can understand advocacy before they reach crisis point or before important decisions have already been made (LGA, 2024). This connects to the professionalisation of advocacy because Wirral Voice would use trained staff, supervision, clear boundaries, and monitoring to provide community-based support in a safe and accountable way (Pulman and Fenge, 2024). Innovation in this context is practical rather than technological; it is about making advocacy easier to find, understand and use. In addition to practical innovation, policy and legislation are also important to the planning of Wirral Voice. The Care Act 2014 is directly relevant because it places duties on local authorities to arrange independent advocacy when adults have substantial difficulty being involved and have no appropriate person to support them (*Care Act 2014*, s. 67). The *Mental Capacity Act 2005* and *Equality Act 2010* are also relevant because adults may need support linked to decision-making, disability, reasonable adjustments and equal participation. However, legal rights do not always lead to guaranteed access, especially where adults do not know advocacy exists or lack confidence to request support. This is where management theory becomes important (Scott, 2023), because access to advocacy is shaped not only by legislation, but also by referral pathways, professional awareness and service coordination.

Management theory applies to Wirral Voice because advocacy exists within a wider system that includes adults in social care, families, carers, health and social care professionals, NHS services, commissioners, voluntary organisations and community partners (Bunger, 2010; NICE 2022). One theory, systems theory (Leighninger, 1978), would be useful for Wirral Voice managers because it would enable them to see how different parts of the system interact, instead of seeing the need for advocacy support as an isolated issue. For example, if adults only find out about advocacy after

decisions have already been made, this may suggest wider issues with referral pathways, professional awareness or accessible information (NICE, 2022). A systems approach would allow the part-time project lead to use feedback, referral data and partnership working to identify where adults may be falling through gaps (Bunger 2010; NICE, 2022). Another theory, servant leadership, is also relevant because advocacy should be centred on listening, empowerment and service user voice rather than a controlling hierarchical framework. The servant leadership model emphasises service, listening and the growth of others (Greenleaf, 2002). In Wirral Voice, this means managers would need to support advocacy workers through training, supervision and clear role boundaries, while ensuring that the person's wishes and views remain central to the project. This is important because advocacy workers may support adults in complex or emotional situations where there are different views between the person, family members, professionals or organisations. In summary, Wirral Voice would provide a realistic, accessible, rights-based and professionally accountable response to gaps in advocacy awareness, access and early support for adults in social care in Wirral.

1.4 The National Lottery Community Fund

(Note: This funding bid is based on the current National Lottery Community Fund application questions published on the National Lottery website. The format has been adapted for the purposes of this assessment, with my responses highlighted in blue.)

National Lottery Awards for All England - Application Summary

Here are all the questions we ask in the application form for National Lottery Awards for All England. The guidance gives you more details about what you will need to tell us in your answers.

Section 1 - Your project

Please tell us about your project in this section. This is the most important section when it comes to making a decision about whether you will receive funding.

Question	Guidance
What is the name of your project?	Wirral Voice
Where will your project take place?	If your project covers more than one area please tell us where most of it will take place. Select a location - Select a location East and West Midlands - Derbyshire - Herefordshire - Leicestershire - Lincolnshire (except North and North East Lincolnshire) - Northamptonshire - Nottinghamshire - Rutland - Shropshire - Staffordshire - Warwickshire - West Midlands

- Worcestershire

London, South East and East of England

- Bedfordshire
- Berkshire
- Buckinghamshire
- Cambridgeshire
- East Sussex
- Essex
- Greater London
- Hampshire
- Hertfordshire
- Kent
- Norfolk
- Oxfordshire
- Peterborough
- Suffolk
- Surrey
- West Sussex
- the Isle of Wight

North East & Cumbria

- Cleveland
- County Durham
- Cumbria
- Darlington
- Middlesbrough
- Northumberland
- Stockton on Tees

- Tyne and Wear

North West

- Cheshire
- Greater Manchester
- Lancashire
- **Merseyside**

South West

- Bath and North East Somerset
- Bournemouth
- Bristol
- Cornwall
- Devon
- Dorset
- Gloucestershire
- Isles of Scilly
- North Somerset
- Plymouth
- Poole
- Somerset
- South Gloucestershire
- Swindon
- Torbay
- Wiltshire

Yorkshire and Humber

- North Yorkshire
- South Yorkshire
- West Yorkshire

	• Humber • North and North East Lincolnshire
Tell us all the locations the project will run in	In your own words, describe all of the locations that you'll be running your project in. For example, 'West Yorkshire', 'Salford' or 'Almondsbury'. The project will run across Wirral, Merseyside; including the areas of Birkenhead, Wallasey, Bebington, Bromborough, Moreton, Upton, and surrounding communities. It would be delivered at local venues, and through community-outreach programs, as well as online or phone contact where appropriate.
What is the postcode of where your project will take place?	If your project will take place across different locations, please use the postcode of the building or address where most of the project will take place. You must provide the full postcode. If you do not know the postcode, you can use the Royal Mail Postcode Finder to try and find it. CH63 7PN
Tell us when you'd like to get the money if you're awarded funding?	Don't worry, this can be an estimate. But projects should usually start on or after 22-09-2026. 22 September 2026
When will you spend the money by?	You have up to 24 months after award to spend the money. 22 September 2027
What would you like to do?	Here are some ideas of what to tell us about your project: • What you would like to do • What difference your project will make • Who will benefit from it • How long you expect to run it for. This can be an estimate • How you'll make sure people know about it

- How you plan to learn from it and use this learning to shape future projects
- Is it something new, or are you continuing something that has worked well previously? We fund both types of projects.

You can write between 50 and 300 words for this section.

Wirral Voice will be a 12-month community-based advocacy and empowerment pilot project for adults in Wirral who may face barriers to being heard in adult social care processes, such as decisions about their care, support plans, safeguarding, assessments, and wellbeing. Wirral Voice will offer advocacy advice and guidance, short-term support, signposting, and community-based drop-in sessions. It will help adults to understand information, express their views, ask questions, and feel more confident in participating and engaging with decisions which affect their care and support (NICE, 2022). The project will benefit adults who may face barriers accessing formal social care support, lack confidence in challenging decisions, or need help understanding their rights and available choices in adult social care processes. Wirral Voice would also signpost to other support services, for adults who do not meet statutory advocacy criteria (*Care Act 2014*, s. 67). Support would be offered in face-to-face sessions in community venues, through community outreach, and by online contact, or phone if needed.

People would be notified of Wirral Voice through local venues, such as libraries, voluntary organisations, disability groups, social care networks, and online information. The

	project is new, but it is informed and guided by the principles of independent advocacy and local priorities around voice, access, and person-centred support. Feedback would be collected from the community and service users during the pilot to analyse what works, what barriers remain, and how community-based advocacy support for adults in social care in Wirral could be further developed in the future.
How does your project meet our funding priorities?	We can fund projects that'll do at least one of these things: • bring people together to build strong relationships in and across communities • improve the places and spaces that matter to communities • help more people to reach their potential, by supporting them at the earliest possible stage • support people, communities and organisations facing more demands and challenges because of the cost-of-living crisis. You can find out more about what we want to fund by looking at the 2023 to 2030 Strategy on our website You can write between 50 and 150 words for this section. Wirral Voice meets the funding priorities by helping adults in Wirral to reach their potential by offering early, accessible, community-based advocacy support. The Wirral Voice pilot project will support adults who may face barriers to being heard in adult social care processes; assisting them in understanding information, expressing their views, and participating and engaging more confidently with decisions about their care and support (NICE, 2022). The project will also endeavour to bring people together by having drop-in

	sessions in community venues and connecting people with local support, voluntary organisations, and social care networks. By offering advice, guidance, and signposting, Wirral Voice would help adults who may be facing increased challenges when trying to access, navigate, or understand adult social care support processes (LGA, 2024).
How does your project involve your community?	What do we mean by community? 1. People living in the same area 2. People who have similar interests or life experiences, but might not live in the same area 3. Even though schools can be at the heart of a community - we'll only fund schools that also benefit the communities around them. We believe that people understand what's needed in their communities better than anyone. Tell us how your community came up with the idea for your project. We want to know how many people you've spoken to, and how they'll be involved in the development and delivery of the project. Here are some examples of how you could be involving your community: • Having regular chats with community members, in person or on social media • Including community members on your board or committee • Regular surveys • Setting up steering groups. • Running open days You can write between 50 and 200 words for this section. Wirral Voice would involve the community by mainly working with adults in Wirral who are involved in, or trying to access, adult social care services in Wirral. Wirral Voice would

	support these adults with understanding information about decisions affecting their lives, having their voices heard, and feeling confident to ask questions. The project would also involve carers, voluntary and charitable organisations, disability groups, community venues, and social care networks. Community involvement would happen through regular and ongoing conversations with local adults attending drop-in sessions, service user feedback, clear and accessible surveys, community outreach, online information, and communicating with local organisations (DHSC, 2025). Wirral Voice would also hold open days to explain what support is available and hear directly from local adults about what assistance they need. A small feedback group, comprised of community members with lived experience of adult social care, would help guide the project during its pilot, helping to ensure that Wirral Voice is shaped by the people it's intended to support (NHS England, n.d.). This feedback group would help advise about where and when sessions could be held to best serve the community, what information is needed, and what barriers remain.
Tell us how much money you need to run your project	This is the cost of everything related to your project, even things you aren't asking us to fund. For example, if you are asking us for £8,000 and you are getting £10,000 from another funder to cover additional costs, then your total project cost is £18,000. If you are asking us for £8,000 and there are no other costs, then your total project cost is £8,000. £20,000
What costs would you like us to fund?	Group your project costs into categories. Using one row per category, tell us the category, the total cost for that category and the breakdown of how you arrived at that figure.

You don't need to break down a category if its amount is less than £250.

- Category – for example staff, events, office supplies or IT costs.
- Amount – the total project cost for this category.
- How you calculated the amount – read our guidance on [how to calculate your costs](#).

You can add up to 20 different categories.

1. Part-time project lead/coordinator

£7,500

This will fund project coordination, including delivery, safeguarding, supervision, partnership working, monitoring and reporting. This role will help ensure the pilot is delivered safely, professionally and accountably.

2. Part-time advocacy support worker/session worker

£5,000

This will fund advocacy guidance, supported signposting, outreach and preparation support for adults in social care.

3. Volunteer training and supervision

£1,000

This will support training and supervision for volunteers, including those with lived experience of adult social care, so they can contribute safely to outreach, awareness raising and feedback activities. This will include role boundaries, confidentiality, safeguarding awareness and consistency of community engagement.

4. Accessible information and outreach materials

	£1,200 This will fund easy-read leaflets, referral guides and posters to improve advocacy awareness and access.
	5. Community outreach sessions/room hire £1,500 This will fund drop-ins, awareness sessions and meetings with community groups, voluntary organisations and local partners.
	6. Travel and local expenses £800 This will support outreach across Wirral, particularly for adults who may face digital, mobility or transport barriers.
	7. Basic IT, phone and secure record keeping £600 This will support phone contact, basic IT access, secure storage of project records and safe communication with service users and partner agencies.
	8. Monitoring and evaluation £700 This will fund feedback forms, referral data collection and outcome monitoring to evidence demand, access gaps and project impact.
	9. Insurance, DBS checks and governance costs £1,000 This will support safe, accountable and ethical delivery of the pilot project.

	10. Contingency / unexpected project costs £700 This will allow flexibility for small additional costs such as printing, room hire changes, accessibility needs or extra outreach sessions.
Do you plan to use money from other sources to fund your project?	No
How much money have you secured for your project?	£0. No other funds have been secured. The full pilot project cost of £20,000 is being requested from National Lottery Awards for All England.
What other money do you hope to raise before the project begins?	No other funding is currently being raised or expected before the project begins. The full amount of £20,000 is being requested from the National Lottery Awards for All England.
Do you have any unsecured funding? (Optional)	Tell us about any funding you have applied for but not yet secured. In your answer, include: - who the funding is from - how likely it is that you'll receive it - when you expect to receive it No. No unsecured funding has been applied for. Wirral Voice project is requesting the full funding amount of £20,000 from National Lottery Awards for All England.

Section 2 - Extra details about your project

We want to understand more about where our funding is going.

Question	Guidance
Which one category best describes your project?	My project brings people together and encourages social connections

	• My project helps children or young people thrive • My project supports people of all ages to live healthier lives • My project supports communities to be environmentally sustainable • Other, I want to describe a different category for my project
You selected 'other'. Describe the different category you'd put your project in.	Community-based advocacy and empowerment support for adults involved in, or trying to access, adult social care services.
What other categories could describe your project? (Optional)	You can select more than one option. If it does not fit into any more categories, select 'save and continue'. • My project brings people together and encourages social connections • My project helps children or young people thrive • My project supports people of all ages to live healthier lives • My project supports communities to be environmentally sustainable
Which one sub-category best describes what your project will do?	You can select more sub-categories in the next question. • My project provides or improves places for people to come together (this includes meeting online or in person) • My project delivers activities or events (this includes meeting online or in person) • My project enables people to make a positive difference to their community

	• My project gives people a sense of safety, belonging and trust • My project improves connections and relationships with others • My project connects children or young people with trusted adults • My project improves people's wellbeing, physical health or mental health • My project improves access to nature for people • These options are not relevant to my project
Which one sub-category best describes what your project will do?	You can select more sub-categories in the next question. • My project gives babies or children a good start in life • My project helps children or young people develop social and emotional skills • My project connects children or young people with trusted adults • My project supports young people to thrive as adults • My project provides or improves places for children or young people to come together (this includes meeting online or in person) • My project delivers activities or events (this includes meeting online or in person) • My project enables children or young people to make a positive difference to their community • My project gives children or young people a sense of safety, belonging and trust • My project improves connections and relationships with others

	• My project improves wellbeing, physical health or mental health • My project enables children or young people to improve their community's impact on the environment • These options are not relevant to my project
Which one sub-category best describes what your project will do?	You can select more sub-categories in the next question. • My project provides or improves places that support health and wellbeing • My project delivers activities or events that help health and wellbeing (this includes meeting online or in person) • My project enables people to improve community health and wellbeing services • My project improves people's wellbeing, physical health or mental health • My project helps to reduce health inequalities • My project improves connections and relationships with others • My project gives babies or children a good start in life • My project helps children or young people develop social and emotional skills • My project enables people to improve their community's impact on the environment • My project improves access to nature for people • These options are not relevant to my project
Which one sub-category best describes what your project will do?	You can select more sub-categories in the next question.

	• My project helps community organisations to have a better impact on the environment • My project enables people to improve their community's impact on the environment • My project helps communities to adapt to changes in the climate • My project improves access to nature for people • These options are not relevant to my project
What other sub-categories are relevant to your project? (Optional)	You can select more than one option. If it does not fit into any more categories, select 'save and continue'. • My project provides or improves places for people to come together (this includes meeting online or in person) • My project delivers activities or events (this includes meeting online or in person) • My project enables people to make a positive difference to their community • My project gives people a sense of safety, belonging and trust • My project improves connections and relationships with others • My project connects children or young people with trusted adults • My project improves people's wellbeing, physical health or mental health • My project improves access to nature for people
What other sub-categories are relevant to your project? (Optional)	You can select more than one option. If it does not fit into any more categories, select 'save and continue'.

	• My project gives babies or children a good start in life • My project helps children or young people develop social and emotional skills • My project connects children or young people with trusted adults • My project supports young people to thrive as adults • My project provides or improves places for children or young people to come together (this includes meeting online or in person) • My project delivers activities or events (this includes meeting online or in person) • My project enables children or young people to make a positive difference to their community • My project gives children or young people a sense of safety, belonging and trust • My project improves connections and relationships with others • My project improves wellbeing, physical health or mental health • My project enables children or young people to improve their community's impact on the environment
What other sub-categories are relevant to your project? (Optional)	You can select more than one option. If it does not fit into any more categories, select 'save and continue'. • My project provides or improves places that support health and wellbeing • My project delivers activities or events that help health and wellbeing (this includes meeting online or in person)

	• My project enables people to improve community health and wellbeing services • My project improves people's wellbeing, physical health or mental health • My project helps to reduce health inequalities • My project improves connections and relationships with others • My project gives babies or children a good start in life • My project helps children or young people develop social and emotional skills • My project enables people to improve their community's impact on the environment • My project improves access to nature for people
What other sub-categories are relevant to your project? (Optional)	You can select more than one option. If it does not fit into any more categories, select 'save and continue'. • My project helps community organisations to have a better impact on the environment • My project enables people to improve their community's impact on the environment • My project helps communities to adapt to changes in the climate • My project improves access to nature for people

Section 3 - Your organisation

Please tell us about your organisation, including legal name and registered address. This helps us understand the type of organisation you are.

Question	Guidance
What is the name your organisation	Wirral Voice

uses in its day-to-day work?	
What is the full legal name of your organisation?	This must be as shown on your governing document. Your governing document could be called one of several things, depending on the type of organisation you're applying on behalf of. It might be called a constitution, trust deed, memorandum and articles of association, or something else entirely. You might find it on a registration website - for example, Companies House or a Charities Register. Wirral Voice Community Advocacy
Does your organisation use a different name in its day-to-day work?	This is how you might be known if you're not just known by your legal name (the legal name is on your governing document or registration website). • Yes • No
Organisation Website (Optional)	
When was your organisation set up?	This is the date your organisation took on its current legal status. It should be on your governing document. If you do not know the exact date, it can be an approximate date. For example, 01-06-2026 31-05-2026
What is the organisation's postcode? (Optional)	CH63 7PN
Building and street	Wirral Voice, c/o Bebington Central Library Civic Way
Address line 2 (Optional)	

Town or city	Bebington
County (Optional)	Wirral
Postcode	CH63 7PN
What type of organisation are you?	If you're both a charity and a company - just pick 'Not-for-profit company' below. • Unregistered voluntary or community organisation • Not-for-profit company • Registered charity (unincorporated) • Charitable Incorporated Organisation (CIO or SCIO) • Community Interest Company (CIC) • Faith-based group • School • Statutory body • College or University
Companies House number	Not applicable.
Charity registration number (Optional)	
Charity registration number	Not applicable.
Department for Education number	Not applicable.
Tell us what type of statutory body you are	• Parish Council • Town Council • Local Authority

	• NHS Trust/Health Authority • Prison Service • Fire Service • Police Authority Not applicable.
What is your accounting year end date?	For example, 31 03 31-3-2027
What is your total income for the year?	£0

Section 4 - Senior contact

Provide the details of your senior contact. They'll be legally responsible for the funding. They can't be married to, in a civil partnership with, in a long-term relationship with, living with, or related to the main contact or through a long-term partner.

Question	Guidance
What is the role of the senior contact?	You already told us what sort of organisation you are. So the senior contact role options we're giving you now are based on your organisation type. Unregistered voluntary organisation • Chair • Vice-Chair • Secretary • Treasurer Company • Company Director • Company Secretary Registered Charity • Trustee

	Charitable Incorporated Organisation (CIO or SCIO) • Trustee • Chief Executive Officer Community Interest Company (CIC) • Company Director • Company Secretary School • Head Teacher College or University • Chancellor • Vice-chancellor Statutory Bodies Parish Council • Parish Clerk • Deputy Parish Clerk Town Council • Elected Member • Chair Local Authority • Chair • Chief Executive • Director NHS Trust/Health Authority • Chief Executive • Director Faith-based group • Chair • Vice-Chair
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	• Secretary • Treasurer • Religious leader (eg. rabbi, imam, vicar) Registered Charity and Not-for-profit Company • Company Director • Company Secretary School or educational body and Charity • Trustee School or educational body and Company • Company Director • Company Secretary
What is the role of the senior contact?	You already told us what sort of organisation you are. So the senior contact role options we're giving you now are based on your organisation type. Chair
First name (in full)	This cannot be a shortened name, initial or nickname. Jane
Last name	Smith
What is the senior contact's date of birth?	We need their date of birth to do an identity check. If it's entered incorrectly, it could delay your application. For example, 30 03 1980 01-01-1970
What is the senior contact's postcode? (Optional)	For example, EC4A 1DE CH63 7PN
Building and street	123 Main Street
Address line 2 (Optional)	

Town or city	Bebington
County (Optional)	Wirral
Postcode	CH63 7PN
Have they lived at the address, for the last three years?	• Yes • No
What is the senior contact's postcode at their previous address?	For example, EC4A 1DE
Building and street	
Address line 2 (Optional)	
Town or city	
County (Optional)	
Postcode	
The senior contact's email address	We'll use this if we need to get in touch with the senior contact about the project. Jane.smith@wirralvoice.example.org
The senior contact's telephone number	We'll use this if we need to get in touch with the senior contact about the project. 07700900000
Does the senior contact have any additional communication needs? (Optional)	For example, if they need information in a specific language or format.
What language should we use to contact the senior contact?	• English • Welsh

Section 5 - Main contact

Please provide details for your main contact. This will be the first person we contact if we need to discuss your project.

Question	Guidance
First name (in full)	This cannot be a shortened name, initial or nickname. John
Last name	Jones
What is the main contact's date of birth?	We need their date of birth to do an identity check. If it's entered incorrectly, it could delay your application. For example, 30 03 1980 31-12-1971
What is the main contact's postcode? (Optional)	For example, EC4A 1DE CH41 9BC
Building and street	321 Placeholder Road
Address line 2 (Optional)	
Town or city	Birkenhead
County (Optional)	Wirral
Postcode	CH41 9BC
Have they lived at the address, for the last three years?	• Yes • No
What is the main contact's postcode at their previous address?	For example, EC4A 1DE
Building and street	
Address line 2 (Optional)	

Town or city	
County (Optional)	
Postcode	
The main contact's email address	We'll use this if we need to get in touch with the main contact about the project. John.jones@wirralvoice.example.org
The main contact's telephone number	We'll use this if we need to get in touch with the main contact about the project. 07700900001
Does the main contact have any additional communication needs? (Optional)	For example, if they need information in a specific language or format.
What language should we use to contact the main contact?	• English • Welsh

Section 6 - Bank details

Please provide your bank details. Before you submit your application you will need to attach a copy of a bank statement that is less than three months old

Question	Guidance
Tell us the name of your organisation - as it appears on the bank statement	Wirral Voice Community Advocacy
Sort code	00-00-00
Account number	12345678
Building society number (Optional)	You only need to fill this in if your organisation's account is with a building society or a credit union. If your account is a credit union account you should record your membership number in this field.

Upload a bank statement	
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Section 7 - Terms and conditions

In order to submit your application, you will need to agree to our terms and conditions.

Question	Guidance
You have been authorised by the governing body of your organisation (the board or committee that runs your organisation) to submit this application and accept the Terms and Conditions on their behalf.	• I agree
All the information you have provided in your application is accurate and complete; and you will notify us of any changes.	• I agree
You understand that we will use any personal information you have provided for the purposes described under our Data Protection and Privacy notice.	• I agree
You accept that if information about this application is requested under the Freedom of Information Act, we will release it in line with our Freedom of Information policy.	• I agree
You understand that what you tell us in this form will be shared with the main and senior contact.	• I agree
You have not shared any personal data in the project questions. These are the questions where we ask what you'd like to do.	• I agree
Full name of person completing this form Jane Smith	
Position in organisation Chair	

Section 8 - Equity, Diversity and Inclusion (EDI) monitoring information

We want to hear more about the people who'll benefit from your project.

Question	Guidance
Is your project aimed at a specific group of people or is it open to everyone?	If at least 75% of the people you support share characteristics, then your project is for a specific group. Your specific group may share one or more characteristics. For example, if 80% of the people you work with are female refugees, this means you support a specific group of people. In this example, they share two characteristics — women and refugees.

	We know this can only be an estimate. It'd be too difficult to work out exactly, especially if this is a new project. • My project is aimed at a specific group of people • My project is open to everyone
Who is your project for?	If 75% or more of the people supported or benefitting from your project come from one specific group, tell us who they are. If you select an option, we will ask you to tell us more about that group. • Communities experiencing ethnic or racial inequity, discrimination or inequality • Faith communities • People who emigrate • Disabled people • Older people (65 and over) • Younger people (under 25) • Women and girls • LGBTQ+ people • People who are educationally or economically disadvantaged • Specific groups that are not included already
Which community is your project for?	Select one category, if possible Black/African/Caribbean/Black British • Black British • African • Caribbean • Any other Black/African/Caribbean background Mixed or Multiple ethnic groups • White and Black Caribbean/African

	• White and Asian • Any other mixed/multiple ethnic background Asian / Asian British • Asian British • Indian • Pakistani • Bangladeshi • Chinese • Any other Asian background Other group experiencing ethnic or racial inequity • Arab • Jewish • Gypsy, Roma and Traveller communities • Any other ethnic group
Which faith community is your project for?	Select one category, if possible • Catholic • Protestant • Other Christian denominations • Buddhist • Hindu • Jewish • Muslim • Sikh • Atheist • Agnostic • Other faiths and beliefs

Which group of people who emigrate is your project for?	Select one category, if possible • People seeking asylum • People with refugee status • People with irregular and undocumented status • Other people who emigrate
Which group of disabled people is your project for?	Select one category, if possible • Mental health • Long-standing illness or health condition • Mobility impairments • Visual impairment/partial sight/sight loss • Deaf/hard of hearing/hearing loss • Speech impairment • Multiple physical impairment • Learning disability • Learning difficulty • Neurodiverse • Other type of disability or impairment
Which age group is your project for?	Select one category, if possible • 19-25 • 16-18 • 8-15 • 2-7 • Under 2 years of age
Which LGBTQ+ community is your project for?	Select one category, if possible • Bisexual men • Bisexual women • Gay men

	• Lesbian/gay women • Trans men • Trans women • Non-binary people • LGBTQ+ people I'd describe in another way
Which specific group (that you have not included already) is your project for?	Examples include: care experienced young people, carers, people recovering from alcohol addiction, sex workers, people whose first language is not English or Welsh, people who have problems reading, men and boys. Adults in Wirral who face barriers to being heard in adult social care processes. This includes people who may need advocacy guidance, accessible information, supported signposting or appointment and assessment preparation support to understand and retain information, express their views, challenge decisions, or participate in matters affecting their care, support, safeguarding and wellbeing (NICE, 2022; NHS England, 2025). Wirral Voice may also support people who do not meet the statutory eligibility criteria for independent advocacy by offering basic advocacy guidance, accessible information and supported signposting to appropriate services (Care Act 2014, s. 67).
What additional EDI information would you like to include about the people your project supports? (Optional)	You told us that your project will benefit: Adults in Wirral in social care Tell us more about who they are. Wirral Voice is defined by advocacy-related need rather than one single demographic characteristic. Service users may include disabled adults, older adults, carers, people with communication or language needs, people with low confidence or literacy barriers, and people experiencing social or economic disadvantage

	(NICE, 2022; NHS England, 2025; Wirral Council, 2024b). These groups may face additional barriers when navigating adult social care systems, understanding information, or having their wishes and views taken seriously.
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Source: (The National Lottery Community Fund, 2026b).

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Appendix 1: Funder information — National Lottery Awards for All England

National Lottery Awards for All England

Overview

Project location: England

Amount: £300 to £20,000

A decision in: 16 weeks

Programme status: Open to applications

We provide funding for projects that bring people together to build strong relationships and improve communities in England. You can apply for a grant of between £300 and £20,000 for projects lasting up to 2 years.

What we can fund

You can use the funding to:

- start a new activity or continue an existing one
- help your organisation adapt to new challenges

We fund projects that:

- bring people together to build strong relationships in and across communities
- improve the places and spaces that matter to communities
- help more people to reach their potential, by supporting them at the earliest possible stage
- support people, communities and organisations facing more demands and challenges because of the cost-of-living crisis

(The National Lottery Community Fund, 2026a).

Who can apply

You can apply if your organisation is a:

- constituted voluntary or community organisation
- constituted group or club
- registered charity
- charitable incorporated organisation (CIO)
- not-for-profit company
- community interest company (CIC) limited by guarantee or limited by shares (if limited by shares, you must follow the Regulator of Community Interest Companies' guidance on sharing profits)
- school – we can only fund your project if it mainly benefits and involves the communities around the school
- statutory body (including local authorities, town, parish, and community councils)
- community benefit society

Working with consultants or bid writers

You should write your own application. We do not accept applications written by private businesses, consultants or bid writers on your behalf.

No one is authorised to act on our behalf or claim to be a preferred supplier. Be cautious if someone says they are.

Your income

We prioritise funding for organisations with smaller annual incomes.

Because of high demand, organisations with larger incomes are less likely to get funding.

Requirements for board or committee members

You must have at least 2 board or committee members who are not related.

We consider people related if they are:

- married or in a civil partnership
- in a long-term relationship
- related through a long-term partner
- living at the same address
- related by blood

If you're a company (including one that's also a registered charity), you must have at least 2 directors who are not related in any of these ways.

Schools and organisations working with a school

We can only fund schools or organisations working with schools if your project mainly benefits the wider community, not just pupils, teachers, or parents.

We're looking to fund projects that:

- bring the local community and school together
- use school spaces or resources for community activities outside of school hours
- help people in the wider community connect, learn, or take part in something meaningful

Your project must benefit the wider community, not just pupils, teachers or parents

For example, we cannot fund things like:

- curriculum-based activities or anything that happens during the school day
- improvements to school buildings, outdoor areas, or equipment
- training for school staff
- school trips, after-school clubs, or alternative learning environments

If you're unsure if your project is eligible, it's best to contact us before applying.

Political activity and campaigning

We can fund some political activity and campaigning. But only if:

- the activity is not party political. This means that it must be about policy, practice, or legislation rather than opposing or supporting a political party
- the activity is meant to help the cause of your organisation and benefit the public or society

We will not fund projects where political activities are the main purpose. But we can fund projects that are mainly about campaigning.

Sports, arts or heritage projects

We fund projects that strengthen communities and create positive change. If this funding does not quite fit your project, you can explore other National Lottery funders who might be a better match.

Sports, arts or heritage activities can be eligible for funding, but only if they:

- create lasting benefit for the wider community
- do more than just provide an activity or grow a group's membership
- help bring people together and build strong relationships

Your project should clearly show how it benefits the community beyond the activity itself.

For example:

A dance group for young people can be a great way to stay active and support good health, but that alone is not enough for this funding.

This project would be eligible if it also helps strengthen the community, such as by reducing social isolation or providing young people with a positive alternative to antisocial behaviour.

(The National Lottery Community Fund, 2026e).

Who cannot apply

You cannot apply if you have a current grant

We will not accept your application if:

- your organisation has a current grant from National Lottery Awards for All England that has not finished
- you're waiting for a decision on another application to this programme
- you're applying to more than one of our programmes for the same project

You'll need to wait until your current grant is complete, or you've had a decision on your other application.

You can apply again if your previous project has ended. This means it must have reached the agreed end date and your organisation has received less than £20,000 in total from this programme in the last 12 months. The maximum total we can fund in any 12-month period is £20,000.

Organisations we do not fund

We do not accept applications from:

- individuals or sole traders
- organisations based outside the UK
- companies that can pay profits to directors, shareholders or members, including companies limited by shares, rather than reinvesting them for charitable purposes
- organisations applying on behalf of another organisation

Applications from private businesses or consultants

We do not accept applications written for you by private businesses, bid writers or consultants. Be wary of anyone who says they're working on our behalf or are a preferred supplier — they're not.

If you're unsure about anything in the application, contact us. We're happy to help.

(The National Lottery Community Fund, 2026g).

What we need to know when you apply

You can apply for funding to:

- start a new activity
- deliver an existing activity
- help your organisation adapt to new or future challenges

When applying for funding, it's important that we understand your project and how it will benefit your community.

What your project should aim to do

We can fund projects that'll do at least one of these things:

- bring people together to build strong relationships in and across communities
- improve the places and spaces that matter to communities
- help more people to reach their potential, by supporting them at the earliest possible stage
- support people, communities and organisations facing more demands and challenges because of the cost-of-living crisis

Your project should involve your community

We want to fund projects that are designed around community needs, shaped by the people they aim to support, and based on real local knowledge.

People know best what's needed in their own communities. Involve them from the start, in designing, developing and delivering your project.

What do we mean by community?

When we say community, we mean:

- people living in the same area
- people with shared interests or life experiences, even if they don't live near each other

Find out what matters to your community

You could:

- do a survey to gather views
- hold a meeting or community event to share ideas
- make phone calls to check in with people directly
- speak with local organisations or community leaders

Involve people in running your project

Think about how the people your project supports could:

- volunteer with your organisation
- join your board or committee
- work for you in some way

Bank statements

We need a bank statement from the last three months to check the account where we will pay the grant.

Your bank account and statement must meet our requirements. If they do not, you'll need to apply again when they do.

We need:

- a bank account that meets the requirements in our financial controls and financial governance guidance
- a recent bank statement that contains the information as shown in this example bank statement (PDF, 325 KB)

Your bank statement must show:

- your organisation's legal name
- the address the statements are sent to
- the bank's name and logo
- address used by the bank
- account number and sort code
- date range the statement covers

If you are unsure, contact us.

Other documents we accept

If your bank account was opened in the last 3 months, you can send a welcome letter instead of a statement. It must show the date the account was opened and all account details.

We can also accept a transaction listing dated within the last 3 months, as long as it includes all the details listed above.

Give us details for 2 different people in your organisation

We will ask for names, home addresses, dates of birth and email addresses for 2 people. Each person must have a different email address.

These 2 people must meet the following:

- one must be the main contact for the project
- the other must be a senior staff member who will be legally responsible for the funding
- both must live in the UK

They must not be related. This includes being:

- married or in a civil partnership
- in a long-term relationship
- related through a long-term partner
- living at the same address
- related by blood

Tell us about your organisation's accounts

We will ask for the end date of your financial year and your most recent annual income.

If you do not have yearly accounts because your organisation is new (less than 15 months old), that is not a problem. You can still apply.

If you'll be working with children, young people or vulnerable adults

You need to have a policy in place that explains how they'll be safe. If you get funding, you'll need to follow our expectations on safeguarding children and adults at risk.

The NCVO website has child safeguarding advice and information services.

(The National Lottery Community Fund, 2026c).

What you can spend the money on

We fund a variety of costs to help your project succeed. These include:

- running costs for your organisation
- equipment
- one-off events
- staff and training costs
- transport
- utilities
- volunteer expenses
- small land or refurbishment projects

We encourage you to think about any costs that help your organisation and community cope with the cost-of-living crisis.

If your project needs insurance, qualifications or a governing body

Depending on what you're planning, you might need to have:

- public liability insurance
- leaders or instructors with the right qualifications
- an affiliation to a recognised governing body

You can ask us to cover these costs when you apply for funding.

Political activity and campaigning

We can fund some political activity and campaigning. But only if:

- the activity is not party political. This means that it must be about policy, practice, or legislation rather than opposing or supporting a political party
- the activity is meant to help the cause of your organisation and benefit the public or society

We will not fund projects where political activities are the main purpose. But we can fund projects that are mainly about campaigning.

What we cannot fund

We cannot fund:

- costs you've already paid for
- alcohol
- contingency costs, loans, endowments or interest
- someone else to write your application for you
- fundraising
- VAT you can reclaim
- religious activities (we can fund religious organisations if the project benefits the wider community and does not include religious content)

- statutory services or activities
- schoolwork support during school hours
- overseas travel
- projects that take place outside the UK
- activities that make a profit for private gain
- giving cash or gifts directly to individuals

If you are not sure if something can be funded, contact us, and we will advise.

Funding for land or refurbishment projects

If you do not own the land or building, you must:

- have a lease of five years or more, or a letter confirming you'll be granted one
- have written permission from the owner or landlord to do the work

Check if you need planning permission. This applies whether you own the property or not.

(The National Lottery Community Fund, 2026d)

How to apply

You can apply using our online form

You can save your work as you fill it in. This lets you come back later if you need to.

Apply online

Continue online application

If you have communication support needs

If you cannot complete the online form, we can offer different ways to tell us about your project.

These include:

- an Easy Read version of the application form and guidance
- a PDF version of the application form

If you have communication support needs, contact us.

Apply early

Submit your application at least 16 weeks before you need the funding. We are receiving more applications than usual. Please wait for a decision from us before starting your project or spending money.

We cannot fund every project

We usually fund around 1 in 3 applications. We get a lot of interest, and many of the projects we see are strong and worthwhile. But funding is limited and we cannot support every project, even if it meets our criteria.

Using AI to help with your application

You can use AI tools to help you write your application, but make sure the answers are accurate and reflect your own work. See our guidance on using AI.

What happens after you apply

1. We will review your application and respond within 16 weeks.
2. We might contact you to discuss your project or ask for more details. You can also find out more about the checks we'll carry out on your information.
3. If your application is successful, we'll email you to confirm. We'll then aim to pay the funding into your account within 14 days. You can start your project as soon as you get our email. If you're not successful, we'll email you to explain why.
4. You need to spend the funding the way you said you would in your application, unless we've agreed to something different first. We may check in to see how your project is progressing. You can find out what we expect in our guide to managing your funding.

Share your story

Let your community know about your grant and how it's benefiting them. Your award email will explain how to publicise your grant and support your community. Learn more about promoting your project.

Find advice to help you apply

If you're looking for more guidance before you apply, our support articles are a good place to start.

They include tips and examples from our team:

- getting your project ready to apply
- top 3 ways to strengthen your application

Terms and conditions

When you apply, you'll need to read and agree to our terms and conditions.

How we use your personal data

To find out how we handle your personal data, please read our privacy notice.

(The National Lottery Community Fund, 2026f)

Appendix 2 – SWOT analysis for Wirral Voice

Strengths • Wirral Voice responds to an access gap by helping adults in social care understand advocacy, request support and access appropriate routes. • Does not duplicate statutory advocacy, but works alongside existing formal advocacy services through guidance, outreach and signposting. • The service is rights-based and preventative, supporting adults before crisis point or important decisions have already been made. • Professionalisation is built into the project through training, supervision, safeguarding procedures, clear role boundaries and monitoring. • Aligns with local priorities around voice, participation, disability, wellbeing and adult social care engagement in Wirral.	Weaknesses • As a new pilot project, Wirral Voice may initially have limited visibility within the community and among professionals. • The project may have limited staffing and funding capacity because it is designed as a small-scale community pilot. • Some service users may misunderstand the role of Wirral Voice and expect legal advice, complaints advocacy or statutory advocacy representation. • Volunteers and community partners may require careful supervision and role boundaries to avoid inconsistency or confusion. • Hidden demand may be difficult to measure because some adults who need support may not know advocacy exists or may lack confidence to ask for help.
Opportunities • Wirral Voice could improve early awareness of advocacy through outreach, accessible information and partnership working. • Strengthen links between community organisations, carers' groups, voluntary organisations, health teams, social care teams and libraries. • Use referral data, feedback and outcomes to help identify where adults are falling through gaps in adult social care processes. • Support adults who do not meet statutory advocacy criteria but still need lower-level advocacy guidance and signposting. • If successful, Wirral Voice could provide evidence for future funding or wider development.	Threats • Existing referral pathways may remain complex, meaning adults could still struggle to access the correct support route. • Over-bureaucratisation could make advocacy feel process-led rather than service-user-led. • Limited funding may restrict the length, staffing or reach of the pilot. • Demand may exceed the capacity of a small pilot project. • Confusion between statutory advocacy, legal advice, complaints services and community advocacy could affect expectations of the project.

Source: SWOT framework adapted from Puyt, Lie and Wilderom (2023).

Appendix 3 – GANTT chart: Wirral Voice 12-month pilot project

Activity	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
Confirm funding, governance and project aims												
Recruit part-time project lead and advocacy workers												
Develop safeguarding, supervision and role-boundary procedures												
Develop referral and signposting pathways												
Create accessible information, leaflets and referral guidance												
Build local and community partnership links												
Staff and volunteer training												
Begin community outreach and awareness raising												
Provide advocacy guidance and supported signposting												
Monitor safeguarding, quality and role boundaries												
Collect service user feedback and referral data												
Mid-point review of outcomes and access issues												
Adjust outreach and signposting based on feedback												
Final evaluation and funder report												
Consider future funding or continuation options												

Source: GANTT chart framework adapted from Geraldi and Lechter (2012).

Appendix 4 – Cost analysis for Wirral Voice

Cost Item	Purpose	Estimated Cost
Part-time project lead/coordinator	Manages delivery, safeguarding, supervision, partnerships and reporting to ensure accountability.	£7,500
Part-time advocacy support worker/session worker	Provides advocacy guidance, supported signposting, outreach and preparation support for adults in social care.	£5,000
Volunteer training and supervision	Supports trained volunteer involvement, including lived experience input, with clear role boundaries, confidentiality and safeguarding awareness	£1,000
Accessible information and outreach materials	Produces easy-read leaflets, referral guides and posters to improve advocacy awareness and access.	£1,200
Community outreach sessions/room hire	Enables drop-ins, awareness sessions and meetings with local partners.	£1,500
Travel and local expenses	Supports outreach across Wirral, particularly for adults who may face digital, mobility or transport barriers.	£800
Basic IT, phone and secure record keeping	Supports phone contact, basic IT, secure record keeping and safe communication.	£600
Monitoring and evaluation	Collects feedback, referral data and outcomes to evidence demand, access gaps and project impact.	£700
Insurance, DBS checks and governance costs	Supports safe, accountable and ethical delivery of the pilot project.	£1,000
Contingency/unexpected project costs and expenses	Provides flexibility for printing, room hire, accessibility needs or extra outreach.	£700
Total estimated project cost/funding requested		£20,000

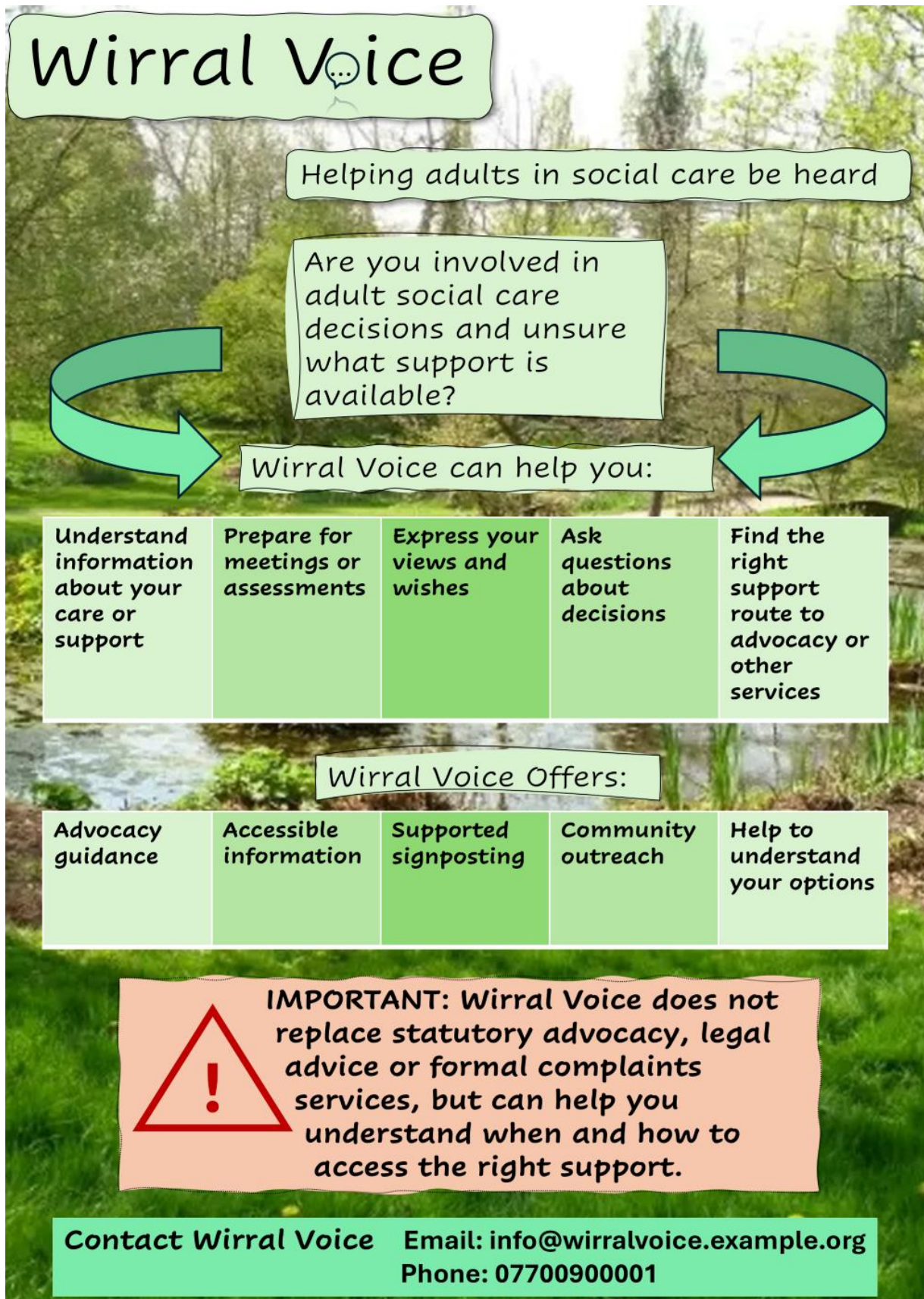
Source: Cost analysis created by author, informed by National Lottery Awards for All England funding limits and NCVO project budgeting guidance (The National Lottery Community Fund, 2026a; NCVO, 2026).

Appendix 5 – Risk Assessment for Wirral Voice 12-month pilot project

Risk	Likelihood	Impact	Mitigation/Control Measures
Service users misunderstand Wirral Voice as statutory advocacy, legal advice or complaints service.	Medium	Medium	Clear accessible information will explain the project's role, limits and signposting pathways. Staff and volunteers will use clear role boundaries.
Adults who need statutory advocacy are not referred to the correct service quickly enough.	Medium	High	Referral and signposting pathways developed so adults who meet statutory criteria can be directed to the appropriate advocacy route.
Safeguarding concerns arise during outreach or advocacy guidance.	Medium	High	Safeguarding procedures will be developed before delivery. Staff and volunteers will receive training and know how to escalate concerns.
Demand for support exceeds the capacity of a small pilot project.	Medium	Medium	Clear eligibility and prioritisation guidance, signposting, and monitoring of referral numbers to identify pressure points.
Volunteers or community partners give inconsistent advice.	Medium	Medium	Training, supervision and clear role boundaries will be used. Complex cases will be referred to trained advocacy workers or the part-time project lead.
Confidentiality or data protection issues occur when handling service-user information.	Low/Medium	High	The project will use consent procedures, secure record keeping, confidentiality guidance and staff training on data protection.
Outreach does not reach adults most likely to face barriers.	Medium	Medium	Wirral Voice will work with local partners, community groups, carers' organisations, libraries and health/social care teams to improve visibility.
Professionalisation becomes too bureaucratic and reduces focus on service-user voice.	Low/Medium	Medium	Supervision and monitoring will focus on quality, safeguarding and accountability while keeping

			the person's wishes and views central.
Funding is not continued after the 12-month pilot.	Medium	Medium	The project will collect feedback, referral data and outcomes to evidence impact and support future funding applications.
Project delays affect recruitment, outreach or delivery.	Medium	Medium	The GANTT chart will be used to monitor progress, with a mid-point review to adjust timescales, outreach and delivery if needed.

Source: Risk assessment created by author for the proposed Wirral Voice pilot project, informed by Health and Safety Executive guidance on identifying risks and control measures (Health and Safety Executive, n.d.).



(Figure 1: Wirral Voice leaflet (personal collection, 2026).