

Heathrow Community Trust

Grant Making Guidelines 2026



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About us

Heathrow Community Trust (HCT) is an independent grant-making charity. Our mission is to enable communities to thrive, by having a positive impact on the lives of people in the communities surrounding Heathrow Airport. We want to enable as many initiatives and projects as possible. We care about our community and are beneficiary driven.

We accept applications for funding from new and previous applicants for projects taking place in the **nine boroughs** surrounding **Heathrow Airport**. We monitor levels of applications and success rates and adjust our communications to ensure maximum accessibility.



Ealing	Hillingdon	Hounslow
Richmond	Runnymede	Slough
South Buckinghamshire	Spelthorne	Windsor & Maidenhead

Identifying and supporting funding recipients

- **Please read through this document before you start completing your application.**
- All applicants are welcome to contact our grant team for an informal discussion **before** applying so that we can understand your organisation and your work, discuss your application and advise you on which grant programme would be the best fit. We can give you some useful pointers and iron out any immediate queries. Do get in touch early so we can give you any support needed to make your application. Email hct@groundwork.org.uk or call **01895 839 916**.
- We will **prioritise funding for local, smaller organisations**. Larger, national organisations must demonstrate a local delivery capability in our target area, partnership with local organisations, or a specific skill or capability not otherwise accessible to the local community. Small Charity Week, delivered by NCVO and Lloyds Bank Foundation refers to small charities as those with an income of less than £1m. The NCVO defines micro charities as those with an income under £10,000 and small charities as those with an income under £100,000.
- Our priority is to learn alongside groups we support. We ask our grantees to provide feedback. This enables us to understand evolving needs and issues in the areas that we support; we also carry out regular local needs analysis, including a survey of our grant recipients.
- We receive a high number of applications and are not able to fund all the projects who apply. In 2025, we received 229 applications with requests which came to almost £4m. We were able to award £828,000 through 88 grants.
- Heathrow Community Trust sees great value in organisations working in support of each other, through formal or informal collaboration and partnership – this could include sharing information, contacts, resources or learning and experience.
- We work to connect groups to networks, other community organisations, other funding sources and non-financial support such as business volunteers.

Funding Programmes

- We provide **project-based funding** for **any** or **all** of the following:
 - **Capital costs** (associated with building works, furniture or equipment and one-off costs)
 - **Revenue costs** - direct project costs, related directly to delivery of a project which can include materials needed for the project and salary costs for workers delivering the project
 - **Overhead costs** - up to a maximum 15% of a grant may cover core costs eg core staff such as CEO or administrators, rent and utility costs
- **Labour and staff time** - An hourly or day rate for staff is required where funds for labour/staff costs are applied for - unskilled labour can be costed at up to £14.80/hour (London Living Wage), skilled up to £25/hour. Any request for rates of greater than £350

per day for specialist/skilled staff must be fully justified in the application. Please be clear whether you are including Employers National Insurance contributions and pension contributions in your pay rates. These costs can be included in your budget. If using day rates, please provide the average number of hours per day for the role. Projects to support SEND young people into employment or training tend to have a higher cost per beneficiary, it is important that applicants clarify what type of SEND they are addressing and what level of support would be required to justify these costs.

- All grants are awarded through a single-stage application process. Dates for funding rounds can be found on our website.
 - **For our Large Grant programmes: Environment & Sustainability Grants, Projects for Young People and Communities Together Large** - you can apply for up to £15,000, for projects costing no more than £60,000
 - **Communities Together Small** - applicants can apply for up to £5,000, for projects costing no more than £20,000

We also offer two grant programmes for Heathrow colleagues, to support organisations they volunteer or fundraise for:

- **HAPi - Heathrow Active People initiative** - Applicants can apply for up to £2,500, for single year or one-off projects costing no more than £10,000.
- **Matched** – up to £250 per colleague, up to 4 colleagues per application for one charity for which they are fundraising. A 50% contribution, so you need to raise £500 to receive £250 match funding top up.

Funding Themes

More information on themes under the details of each grant stream from page 9

Communities Together

- Protecting and enhancing our local environment
- Bringing communities together and increasing community cohesion
- Improving quality of life through social inclusion
- Improving community facilities for all

Environment & Sustainability

- Supporting the community by supporting sustainable development
- Protecting and enhancing our natural environment
- Promoting Reduce, Reuse, Recycle

Projects for Young People

- Positive changes to their behaviour
- Employment through skills development
- Improving their quality of life

HAPi – Heathrow Active People Initiative

- Promoting health and wellbeing
- Providing an opportunity to connect more Heathrow employees with their community
- Supporting the local community to improve quality of life

What we will NOT fund

- incomplete applications
- applications submitted before a round opens
- applications which are submitted after a round closes
- projects which do not meet our funding themes
- organisations which do not pass our due diligence assessment
- projects with annual costs of over £60,000 (£20,000 for CT small)
- projects which take place outside the nine boroughs eligible for funding
- projects which start before the grant decisions are announced
- projects which will not be ready to start delivery within three months of the notification date. Delays in project delivery may lead to a grant award being withdrawn
- projects involving any species eradication as part of environmental control
- vehicle purchases
- we are very unlikely to fund organisations with more than 2 years' running costs in free reserves, unless there is a very good reason for this, such as saving for a building purchase or significant capital project. If this is the case, please explain in your application.
- we are not able to fund appeals in support of an individual person, commercial sponsorship, private for-profit companies, third party advertising or political campaigning.
- we generally do not fund residential trips for young people. However, HCT *may* consider supporting such costs if they form part of a clear programme which involves interventions before and after the trip to embed learning, with a long-term impact on young people in terms of increased resilience, improved employability or raised aspirations. Visits would need to be to a location within the nine boroughs.

Who can apply

- **The application process is open to** charities, community groups, social enterprises, not for profit companies, local authorities and schools, subject to the specific eligibility criteria below. Community groups could be a youth club, sports club, residents' association, charity, or even a group of like-minded neighbours. Groups should have a constitution and a bank account in the name of their organisation. For new or less formal groups, you may need to work in partnership with another organisation that could hold the funds for you and provide other guidance and support.
- **We won't fund projects in schools or colleges to deliver core curriculum or statutory requirements** but will consider projects which provide a facility or service to benefit the wider non-school community, or where the work is clearly outside of the curriculum/statutory requirements. **The school/college must contribute a minimum of 10% of the total cost of the project.**
- We will consider projects run by **local authorities, only** where they are **working in partnership with local voluntary and community organisations**, provided the activity would not otherwise be possible, and is not something which they are statutorily required to provide. Matched funding must be demonstrated. Local authorities should also clearly show how they're engaging the local community and community or voluntary groups with relevant expertise.
- If applying on behalf of a **Food Bank, Baby Bank or other similar organisation**, please note

we seek to fund projects designed to improve the long-term sustainability of the organisation rather than simply funding donations. Projects of this nature might include the purchase and fitting of new shelving or storage, or development of a communications and marketing campaign designed to increase the number of volunteers or donations.

- We will consider non-religious projects run by faith groups **only** if they are **accessible to all religions and benefit the wider community** or clearly show how they will increase community cohesion.
- We will consider projects run by particular ethnic community groups **only** if they are **accessible to all ethnic groups and benefit the wider community** or clearly show how they will increase community cohesion.

What we provide funding for

- **Location** - Your project must take place in and benefit residents from one (or more) of the nine boroughs surrounding the airport - Ealing, Hillingdon, Hounslow, Richmond, Runnymede, Spelthorne, Slough, South Bucks, and the Royal Borough of Windsor & Maidenhead.
- **Exception – Heathrow Active People Initiative (HAPi) and Matched Funding schemes** - While our other grant streams focus on the local boroughs, we will accept applications for projects anywhere in the UK under these two grant streams, which are **only open for applications from Heathrow Airport employees**. We will only accept Matched Funding applications for events that have taken place no more than 7 months before the closing date.
- **Start date** - Your project **must not start before the Board decision announced date** for the grant round as detailed on our website and must start within **3 months** of that decision date. No grant-related expenditure should take place until your grant award paperwork is finalised.
- Heathrow Community Trust **won't award a grant** for general running costs; however, applicants can include project overhead costs up to 15% of the grant value.
- **School Gardens** - If it is intended to allow access to the school garden by the wider local community as part of a project addressing environmental education (e.g. growing food, or educating about sustainable energy for example), then such projects could apply to our Environment & Sustainability Grant Programme for funding. We will not fund school gardens under any of our other funding programmes.
- Projects must **demonstrate a match with least one of the themes** of the grant programme to which you are applying. It is not necessary to cover all the themes, so it may be better to focus on the one or two which you can demonstrate well.
- Heathrow Community Trust will support travel costs, including for volunteers and/or beneficiaries where needed. Travel costs should be appropriate for those travelling and ensure value for money.

While there's no limit to the number of applications you can make, **we will only award one grant per organisation at a time**. If your organisation is already in receipt of a grant from Heathrow Community Trust, you must complete your current project before applying for a new grant, whether from the same or a different grant programme.

For 2026, we are only awarding single-year funding to new applicants. Funding for projects already awarded two-year funding in 2024 or 2025 will continue as previously agreed. We are working on new processes for 2027, to enable successful projects funded in 2026 to apply for continuation funding for a second year. This ongoing funding is not guaranteed, and will still be a competitive process.

General principles on how decisions are made

- Volunteer Grant Panels make funding recommendations to our Board of Trustees. Our panels are made up of trustees, representatives from Heathrow Airport Ltd and independent members of the local community. Panels review every application and make recommendations according to the key funding criteria.
- All applications from previous recipients of grants or from previously unsuccessful applicants will be considered by the panel on their own merits. However, adherence to grant agreements, such as timely submission of monitoring returns during previously funded projects will be taken into account when considering applications.
- **Complete on time** - Your project **must start within 3 months of the Board decision date and complete within one calendar year of the start date**. Please ensure you check the application timetable on our website, allowing sufficient time for our processes – decisions are shared around two months after the deadline to allow for due diligence checking and grant panel review.
- Please complete all questions **on the application form**. Any supplementary information not included on the application form will be assessed by our grant administration team, but may not be seen by Grant Panel Members.
- Re-submission If your application has been declined with an invitation to work on the bid and re-submit, this can be submitted in any following grant round. If an application is declined due to ineligibility, you cannot reapply unless all the concerns raised have been addressed. If your project has already received a two-year grant, you will not be eligible to reapply for the same project again for at least two years after completion, even if submitted under a different HCT grant programme.

Key Criteria – applicable to all grant programmes

Below are the key criteria each application is assessed against. The questions within our application forms are designed to help you consider our criteria when completing your application.

- A. Demonstrate that you are a responsibly managed organisation** – Tell us about your financial situation and what training you provide to Trustees or management committee on governance issues such as GDPR, risk and financial management. If your accounts show a clear surplus or deficit, explain why. You must also tell us how you manage risk and safeguarding.

Please note: Grant recipients are required to notify HCT if a situation arises **during the course of the project** which requires reporting to any of the following: Charity Commission, the Health and Safety Executive under RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations), Ofsted, the local Safeguarding team or Local Authority Dedicated Safeguarding Officer (LADO) or other relevant external body.

Why do we ask about Governance Training? HCT aims to provide funding to well-managed and well-governed charities and community organisations. To that end, as part of our grant application process we will ask you what governance training your Trustees or Management Committee have received in the last 12 months.

What do we mean by Governance Training? This is training and development that will help your organisation do the following:

- Manage the finances of the organisation well
- Comply with legislation governing your operating environment such as the Charities Act, Data Protection legislation, Health and Safety responsibilities or Safeguarding legislation
- Fulfil your Trustee duties eg what induction process do you have for new Trustees, do they go on a course explaining what a Trustee role is all about?
- Run the 'business' eg training on how to write project plans, fundraising strategies, risk assessments etc.

What do we not mean? We do not need to know *all* the training your staff and trustees do – for example, they might be undertaking courses in counselling, or qualifications in teaching or first aid - we don't need to know about this training at this point in the application, it may be relevant to mention later if it relates to your project.

All organisations, no matter how big or small, need the skills to adequately undertake governance of the organisation so our governance question is never 'not applicable'!!

However, what sort of training and development you do will vary hugely depending on your size and resources available – if you are a very tiny voluntary organisation you may be relying solely on the training and development that your volunteers get as part of their day jobs (eg you have a teacher as a trustee who has attended formal training in safeguarding as part of her job and leads the board in a short session on safeguarding once a year to make sure they understand the issue). See example answers on page 13.

- B. Demonstrate this project will meet an identified need** - Showing evidence that the project is wanted and needed is important – local research, pilot projects, or consultation with potential beneficiaries are a good idea, as are letters of support from other partners e.g. schools or health professionals who will be involved in helping you to reach beneficiaries. Be clear how **your project** addresses the need you have identified.

If you're planning to work with schools, please confirm the names of the schools signed up, that they are committed and able to contribute the necessary staff time and space or resources to support the project.

Wider statistics can also be used as evidence - the London Data Store is a reliable source <https://data.london.gov.uk/> as are Surrey-I <https://www.surreyi.gov.uk/> - your borough council website may offer similar insights. The Office for National Statistics www.ons.gov.uk and indices of deprivation figures are also sources of useful information. <https://ocsi.uk/2025/10/30/interactive-english-indices-of-deprivation-2025-maps-with-the-imd-explorer/> This data must be backed up by your own evidence of local need.

- C. Project Beneficiaries** – tell us who will benefit from your project and how. How many people will benefit? Involve the target community in all stages of the project planning. How have your beneficiaries been involved in developing the project? What skills and help could they provide? How will people be encouraged to value the end result? Projects taking place in public access sites must not exclude any section of the community. If your project is for young people, how have they been involved in developing the project? Clearly indicate either that you have already identified your beneficiaries, or that you are partnering with organisations that are working with intended beneficiaries.
- D. Consider and plan how your project will give lasting benefits to the beneficiaries** - How will you measure the lasting benefits to your beneficiaries? Do you have plans to

maintain and build upon the achievements of this project once our funding has finished? Is it part of a wider scheme? How will you make sure funds aren't wasted?

- E. Demonstrate sustainability of the project** – What will happen after HCT funding ceases? Consider how you can plan to diversify your income during the life of the project so that you can ensure it will continue beyond the life of this grant. It's very important to ensure your project is lasting and sustainable and has been fully thought through. Will your beneficiaries move on to other projects within your organisation, continue on the same project or move on to work with other organisations? If beneficiaries move on, do you plan to run the project again with a new group? Explain any organisations you may signpost your beneficiaries on to after your project ends.
- F. Provide clear information about how the project's outcomes will be measured and relate this to the specific theme(s) of the grant programme to which you are applying (see specific grant programme criteria below for themes and suggested measures).** For example, if you are applying for funding for a project to increase resilience of young people then how will you measure that increased resilience?
- G. Community cohesion considerations** – All applications should clearly show how the project will contribute to greater community cohesion by demonstrating an understanding of any particular issues relevant to the local community (e.g. demographic issues, for example if recruiting volunteers how will you ensure they are representative of the local demographic).
- H. Environmental impact considerations** - All projects should demonstrate a consideration of environmental issues, with measures in place throughout your project to minimise waste through reuse and recycling wherever possible.
- I. New or tried and tested?** If new, is this an innovative project? If it is work you have not done before, what expertise do you have to deliver the project? How do you know the new service or project is needed? If an existing project, what information do you have on its impact on beneficiaries to date? Explain how you have adapted your project from lessons learned during delivery to date.
- J. Experience and Capacity to deliver** – Tell us about your track record of delivering this sort of project or working with this type of beneficiary. How well do you know the geographical area? How well are you connected to local organisations that could help you deliver the project?
- K. How will you reach the beneficiaries?** - Tell us how you will make sure that you reach those who will most benefit from the project. Will you be taking referrals from statutory bodies? Do you already have a waiting list? How will you ensure that you do not exclude potential beneficiaries?
- L. Explain why this funding is not currently available elsewhere** - For example, in the case of energy advice why is this not funded by energy companies, or in the case of activities in schools why is your project not part of the core curriculum, etc.
- M. Matched Funding for grants**
For Large grant programmes (Environment & Sustainability, Communities Together Large and Projects for Young People) – You do not need to have secured matched funding for these grant streams, however it is helpful as a clear indication of support for your project. It is recommended you secure at least 10% of the total project costs when you apply either in cash or in kind. Demonstrate that you have explored all funding options. Voluntary labour, donated goods or services may be counted as matched funding in kind (unskilled labour costed at £14.80/hour (London Living Wage),

skilled at up to £25/hour; goods costed at retail price). We will accept Matched Funding as benefit in kind, provided it is specific to the project in question, rather than general support for the organisation.

For Small grant programmes (Communities Together Small and HAPi) – Matched funding (either in kind or cash) is not required, however you should demonstrate that you have explored other funding options. All costs should be listed in your budget, including voluntary labour, donated goods or services (unskilled labour up to £14.80/hour (London Living Wage), skilled at up to £25/hour; goods at retail price).

HCT Projects for Young People

These awards are designed to help groups across the Heathrow area run projects linked to education, economic regeneration and wellbeing. They provide funding of up to £15,000.

Key programme specific themes – you must demonstrate project outcomes which match at least one of the theme areas detailed below, when applying for funding.

Y1 Supporting the local community by creating opportunities for young people up to age 24 to make a positive change to their behaviour about their future (e.g. raised aspirations, improved attitude to learning, increased knowledge of progression opportunities)

Y2 Supporting the local community by creating opportunities for young people up to age 24 to break down barriers to employment through skills development.

Y3 Supporting the local community by creating opportunities for young people up to age 24 to improve their quality of life (e.g. increased resilience, improved mental health).

- We define young people as aged between 0-24 years
- When drafting your application please consider carefully the way(s) in which you will measure the impact of the project. Possible impact measures for projects include, but are not limited to:
 - Number of young people with raised aspirations
 - Number of young people re-engaging with education or training
 - Number of young people gaining a specific qualification
 - Number of people learning new skills such as time management or teamwork
 - Number of young people showing improvement in specific quality of life measurement e.g. self-confidence

HCT Communities Together Small

Key programme specific themes – you must demonstrate project outcomes which match at least one of the theme areas detailed below when applying for funding. These awards provide funding of up to £5,000.

S1 Protecting and enhancing our local environment - protection and promotion of the physical and natural environment for the purpose of improving community wellbeing, including but not limited to, the conservation and protection of wildlife, provision of community green spaces such as allotments or gardens, and programmes to raise community awareness of such issues.

For example, you could improve a local pond, woodland or communal garden; run a native flower or tree planting scheme in your street; or even run a bird box building project. Your project may need to consider conserving local habitats and increasing people's awareness of them. You may also need advice and support from other organisations in the area concerned with nature and wildlife conservation.

S2 Bringing communities together and increasing community cohesion – projects to enable different groups within the community to come together, or to increase understanding between different members of the community.

For example, this could include running an arts festival; running a club to promote health and exercise; promoting a healthy walk scheme; performing a show; running a lunch club for the elderly; holding a summer fete or projects which specifically facilitate understanding and friendship between different groups in the community. The project would need to be sustainable and allow access for all members of the community. How will the project build on community spirit and increase pride in the local area?

S3 Improving quality of life through increasing social inclusion – projects to reach specific isolated or under-represented groups in the community and provide them with additional support.

For example, this could include projects that address the causes of financial hardship and disadvantage; projects that support upskilling adults; projects that bring together currently isolated members of the community; running English language classes; or programmes advising about debt management.

S4 Improving community facilities for all – your project will enable more people to make use of local facilities. This could include providing disabled access to a community facility; installing a disabled toilet or wet room; installing new kitchen equipment to enable food to be served; or installing new flooring to enable a community hall to be used by more groups.

- When drafting your application please carefully consider the way(s) in which you will measure the impact of the project, possible impact measures for projects include:
 - o number of people involved in community events and programmes bringing the community together
 - o number of people with greater feeling of involvement in local community
 - o increased number of people/variety of groups using community facility
 - o area of land enhanced or protected for the community
 - o number of people showing an improvement in a specific aspect of quality of life (e.g. more self-confidence, greater participation in exercise, wider social interaction, specific skill acquisition)

HCT Communities Together Large

These awards are designed to help groups across the Heathrow area run projects focused on bringing communities together – with a particular focus on organisations working with adults aged 25+. They provide funding of up to £15,000.

Support the main theme of the Communities Together Large grant stream – All applications should clearly show how they meet this theme:

A1 Bringing communities together – Projects must demonstrate how they bring together members of the community who would not normally mix, or how they reach particularly isolated or disadvantaged community members - this could include purchasing a vehicle to allow elderly residents to be taken on trips; improving a community hall to enable you to produce regular hot meals for elderly community members; or providing disabled access to a community facility. The project would need to be sustainable and allow access for all members of the community. How would the project build on community spirit and increase pride in the local area?

HCT Environment and Sustainability

These awards are designed to help community groups across the Heathrow area run projects linked to climate change and the environment. They provide funding of up to £15,000.

Key programme specific themes – you must demonstrate project outcomes in at least one of the themes below, when applying for funding.

T1 Supporting the community by supporting sustainable development – projects supporting sustainable development¹, the sustainable use of resources (particularly in community facilities such as buildings) or programmes to raise community awareness of sustainable development.

T2 Protecting and enhancing our natural environment - the protection and promotion of the physical and natural environment for the purpose of improving community wellbeing, including but not limited to, the conservation and protection of wildlife, the promotion of biological diversity, the support of climate change mitigation initiatives and programmes to raise community awareness of such issues.

T3 Promoting Reduce, Reuse, Recycle - projects with a focus on reducing waste through reusing items or recycling them for a new purpose.

- When drafting your application please consider carefully the way in which you will measure the **impact** of the project, possible impact measures for projects include, but are not limited to:
 - Energy saving as a result of implementation of new technology (E.g.: installing energy saving measures in a community building could be measured in energy cost savings)
 - increased awareness of sustainability by participants (E.g. a project to teach young people about plastic waste could measure impact in increased awareness of the young people about the impact of waste, or even measure changes in the amount of plastic recycled by the young people after taking part)
 - area of land improved/maintained/ number trees planted
 - Number of people/person hours volunteering to improve the environment
 - weight of material recycled/reused
- Projects with a focus on **supporting sustainable development and the sustainable use of natural resources** must have advice and best practice from relevant experts or qualified bodies. The impact of the project should be clearly demonstrated
- Projects with a focus on **protecting and enhancing our natural environment** must seek advice and support from expert organisations. Local communities must be consulted on work to improve public access to sites. (Example: undertaking conservation work; running eco action days, projects that encourage engagement, awareness or protection of the environment and natural world)
- Please note that the Trust will not fund projects involving any species eradication as part of environmental control
- Projects with a focus on **reducing waste through reusing items or recycling** them for a new purpose should be rooted in the community to complement existing services and have a lasting impact. (Example: Running an environmental festival to inform your local community; developing a play space using sustainable materials; community schemes for repair and reuse or recycling)

¹ For these purposes sustainable development means “development which meets the needs of the present without compromising the ability of future generations to meet their own needs”.

Pre-Application Guidance

Please read this document in full before you apply for funding. This will help you to understand our grant themes and criteria for each grant programme, ensuring your project fits. On our website, you will also find a sample of the application form questions, so you can gather the information requested before you start filling in the online form. You may find it helpful to collect your answers in a Word document, so you can copy and paste them into the form. Please make sure you read our questions first, and don't just cut and paste information from an application to another funder which does not answer our questions.

Application stage:

- Please check the website for the application timetable as **no applications will be accepted before the round opens or after the submission deadline**. We recommend you don't leave your application to the last minute - please allow plenty of time to complete the form before the submission deadline.
- **Take your time** - writing a bid well is time consuming. Consider carefully how best to describe your project and your organisation, ensuring you have all the facts to complete the form fully and this information is laid out using language understandable to those unfamiliar with the project/organisation. It's worth putting your final draft aside to double check with fresh eyes sometime later, when you are more likely to spot errors or inconsistencies.
- Do explain how your project meets our criteria, and why your organisation is best placed to deliver it – if it's not on the application form, these details may not be obvious to someone unfamiliar with your organisation or your work, who will be making a decision on your application.
- **All grants awarded by HCT are through our online application process.** You don't have to complete the application form in one go but can use the Save and Resume link option on the form to come back to it later – enter your email address and then use the link emailed to you when you want to go back to your partially completed form. You will need to complete your email address each time you go back to the form, and you will receive a new link each time.
- If you have any questions when completing the application form, please contact the HCT grants team (hct@groundwork.org.uk or 01895 839916).

Sample answers on Governance from previous applications:

Strong answers to the question on Governance Training
<p>From a Medium-sized charity: In 2016, we received a grant from the Cabinet Office which enabled us to commission a Governance Review report produced by external consultants. We are making good progress in implementing the main recommendations from the report. This included the establishment of sub-Board Committees which has been done, to spread the workload and involve more Trustees than the previous arrangement. Details of all the activities are available upon request. Trustees have had regular annual away days every year to discuss the strategic training issues. Individual Trustees have attended NCVO and Community Transport Association conferences. The General Manager has commenced a Level 5 Diploma in Leadership and Management.</p>
<p>From a small local group of a national youth charity network: The national organisation provides support for districts including new leader training, guidance on running groups, first-aid training, safeguarding training, as well as a range of activity/workshop camps. These are regularly available and newsletters, email and website updates help communicate these to groups.</p> <p>Additionally, our four volunteers have been involved in district, regional and national organisational meetings, such as the London Region AGM. These meetings govern the running of wider aspects of the movement. Our involvement in these meetings, including developing bonds with other volunteers from across the region and country, help us develop a sense of what is happening in the wider movement, how it is organised, how our local group fits in to that, and how to responsibly organise our own group while co-operating with the wider organisation.</p> <p>Additionally, these meetings help to disseminate the latest advice on important topics like safeguarding and we adapt our approach to running the group accordingly.</p>
<p>From a very small community group: I am a trustee on 2 boards, both charities pride themselves on ensuring their boards are up to date with best practice and current legislation.</p> <p>My colleague has recently completed his forest school leader Level 3 training and is up to date with all the current policies and legislation as part of his course. Our assistant is also a Child Protection officer for a local pre-school and has completed recent training.</p> <p>The Chair of the management committee is a freelance HR consultant and ensures she is up to date with current HR practice.</p> <p>The secretary of the committee is a Bursar for a local school as her day job and has had recent refresher training in how she runs the school's budget.</p>
Poor answers to the question on Governance Training
<p>From a small sports club: We have not required training on governance, we echo a standard constitution provided by our governing body [a national sports body] and follow their rules and regulations. Just because you have a template constitution doesn't mean that those responsible for implementing it fully understand their responsibilities. As a club working with young people your leaders should at least have regular safeguarding training? A little more explanation needed.</p>
<p>From a large housing association: Staff undergo regular training which is designed by the learning and development team. If specific training details are required this can be provided. We do want specific details, which should be given in response to the question asked on the form.</p>
<p>From a small community group: N/A Governance is <u>never</u> not applicable, although how you ensure you have the right skills and training to manage it effectively will vary.</p>

Examples of clear, measurable outcomes of projects

Many organisations contact us as they are having difficulty articulating what outcomes their project will have in a way that will enable them to measure them. As a funder we are looking for clear change that can be measured – but we are not looking for very complicated measuring systems that cost a lot of money to implement. The following are **real examples from projects that we funded previously** and we hope they will help you to think about your own projects:

- ‘Please provide a summary of your project - We will provide one-to-one mentoring support for 12 young people resulting in raised aspirations and increased understanding of employability skills. We will measure the young people’s aspirations and understanding of employability at the start of the mentoring period, and at the end, and based on our previous work, we estimate that 75% will show improvement’
- ‘How will you measure the success of your project? - All youngsters complete pre/post evaluation forms, which are collated in an annual evaluation report. Results from previous programmes indicate: 78% of young people had not been in trouble with the police since attending our programme; 60% had improved behaviour.’
- ‘What change will take place or benefit be experienced by the participants? - At least 85% of the participants will progress into education, employment or training (based on evaluation results from pilot project)
- ‘How will you measure the success of your project? - Our monitoring and evaluation framework monitors the following outcomes: self-confidence, employability, stability, relationships and participants’ use of local services/opportunities. At the start of the project a baseline score is determined against the above along with identifying individuals’ course goals. Post-course monitoring against the criteria takes place at the end of the course and again 3 months post-course.’
- ‘Who will engage with the project and how will it benefit them? - Volunteers gain skills, confidence and an opportunity to make a difference in their local community. Volunteers can gain accreditation for the training course. Families feel less isolated and improve their parenting skills and build social networks in their community’.
- ‘Who will engage with the project and how will it benefit them? - The area in which this project will take place is in the top 5 most deprived wards in the borough and local residents are within the top 5% most deprived in England (IMD, 2010). This community-led project will directly engage at least 400 people as well as benefit thousands of underprivileged people in the area by providing access to high-quality green space in the built-up urban environment, supporting community cohesion and also equipping people with skills to maintain the woodland long-term. To ensure environmental and financial sustainability, we will look to engage a corporate sponsor to provide ongoing support through funding and volunteering’.
- ‘Who will engage with the project and how will it benefit them? [project is new roof for church hall] - The building offers events for people of all ages with 84 hrs of activities/week and 18 different regular events:
 - Pre-school-age children: daily playgroup (8am-3.30pm) for up to 40 children; predominantly from the wider community. We are a major affordable childcare provider for the community
 - Parents/carers and toddler groups: Scramblers, Messy Church

- School age children : 4-18, after school clubs and Dance class
- Adults (especially elderly and vulnerable): Afternoon tea, Gents' Supper Club, Choir, Band, Lunch club (for older people), Friends (all age), Bible study groups, Coffee mornings, Art Group
- Community Courses are run from the building e.g. The Money Course, Parenting courses, Happiness Course, The Marriage Course
- 3 large groups use the building for weekly/daily events (Playgroup, St R's Church, Tamil language church)
- We support the curriculum of four local Primary Schools through visits to the building. According to our community survey, there is a clear need for all these groups to grow both numerically and/or to meet more regularly. A waterproof, insulated and sustainable building will allow for these activities to expand and new services to be added especially for children and the elderly'.

Sometimes a poor example can be helpful in demonstrating what we don't want to read!

The following is from an unsuccessful application:

- 'How will you measure the success of your project? Our organisation's evaluation system monitors project performance through a variety of indicators and processes [no further explanation provided!]'

Submitting your application

Application forms can be found at: <https://www.heathrowcommunitytrust.org/need-funding>

If any of the information is inaccurate your application could be deemed ineligible.

BEFORE YOU SUBMIT YOUR APPLICATION, CHECK:

- **1)** You have completed all sections of the form
- **2)** The project meets all our key criteria and at least one of the themes
- **3)** The figures in your breakdown of costs total the correct amount.
- **4)** You have all supporting evidence available to send when requested.
- Once your application form has been submitted, you will receive an automatic email acknowledgement, and a copy of the application form (keep this safe). The application will then be processed by the HCT grants team. You will receive an email to confirm the Unique Reference Number (URN) for your project, and a request for any supporting documentation required.
- After the deadline, applications are collated in preparation for the **Grant Panel** to review. There is a separate grant panel for each Grant Programme. Each Grant Panel consists of volunteers from Heathrow Airport Ltd and independent members of the community, with local knowledge and relevant experience and includes at least one trustee representative. The Trustees and Grant Panel members live and/or work locally and are supported by the HCT CEO and the HCT grant team at Groundwork South.

Notification stage

- Following the Grant Panel meeting, applicants will be notified by email whether your application has been successful.
- In some instances, part-funding is awarded, and we will work with you to agree what is achievable with the funds awarded. The Grant Panel may ring-fence an award pending further information or clarification on the project before the award is confirmed.
- As our grant rounds are heavily over-subscribed, there is no guarantee your project will receive funding and your application may be turned down.

Once a grant is awarded

- After confirmation, you will receive an email containing grant documents as attachments. We will need you to sign and return the **Grant Agreement** detailing the terms and conditions of the grant, including timescales of payments, activities to be achieved and budget breakdown of what HCT have approved funding for.
- Successful grant recipients will be asked how many times in the last five years your organisation has had cause to report to any of the following: Charity Commission, the Health and Safety Executive under RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations), Ofsted, the local Safeguarding team or Local Authority Dedicated Safeguarding Officer (LADO) or other relevant external body, and to provide details of the **number of reports** to each agency. This is part of our Safeguarding process. We do **not** need to receive any confidential information in relation to these cases. However, If you will be working with young people (under 18), vulnerable people or people with disabilities, you will need provide details of the number and nature of safeguarding incidents you have managed in the previous 12 months.
- Within the Grant Agreement, it also states that grant recipients are required to notify HCT if a situation arises **during the course of the project** which requires reporting to any of the bodies listed in the previous paragraph. Please ensure you notify HCT of any such situation as required.
- If not provided as part of your application, we will ask you to provide a project **Risk Assessment** (we can provide a template). The risk assessment details the level of risk of the activities, what the risk is, how the risk will be mitigated and by whom. Risk assessment reduces the chance of incidents occurring and demonstrates that the necessary steps have been taken to protect beneficiaries, staff, volunteers and the organisation from harm and comply with legislation.
- You will need to provide a copy of a recent **bank statement** (transactions can be blanked out) or paying in slip for your organisation, showing the **details of the bank account your grant will be paid into** by bank transfer. A copy of your most recent **Annual Accounts** or alternative evidence of annual income is also required.
- Where relevant, you may also be asked to provide evidence of **partner organisations** that have been consulted (such as letters of support), any **matched funding evidence**, permission from the **landowner** or any **planning permission** required for your project. We may also ask for evidence of **consultation** to establish need and demand for the project (if referenced in your application).
- Once all the documentation is received, reviewed and agreed we will ask you to provide an **invoice** for your first payment. The payment schedule is detailed on the Grant Agreement. Please note, no payment can be made until all the requested documentation has been approved.
- Your project should start within 3 months of the award confirmation email, and complete within 1 year of the start date given in your Grant Agreement. Applicants should claim the first tranche of funds within 2 months of award notification, and the final sum should be claimed within 1 year of that first claim.
- Please ensure you notify us as soon as possible of any **delays or changes** to your project.
- We encourage you to **publicise your grant** award, and we provide information on acknowledging our grant, together with copies of our logos in jpeg format, eps format can also be provided. A **photo permission** form will be provided, to confirm permission for HCT to use any photos submitted for our publicity and promotion. There may be opportunities to help you find **volunteers**, so a volunteering opportunity form is provided.
- Please be assured, we are here to be as helpful and supportive to you as possible, so please do get in touch. We look forward to hearing about your project proposals and how the projects we fund progress. You can contact the Heathrow Community Trust grant team via email on hct@groundwork.org.uk or phone on 01895 839916.

Payment of Awards

All applicants should claim the first tranche of funds within 2 months of receiving notification of the award, and the final sum should be claimed within 1 year of the first claim.

Length of grant	Value of grant	Number of payments	Number of reports	Payment percentages	Timeline of payment
Colleague match-funding only	Up to £1K	1	1 – receipt of payment	Payment 1 – 100%	Payment on receipt of bank details confirmed on headed paper
Up to 12 months	£1,001 to £15K	2	1 – Final	Payment 1 – 90% Payment 2 – 10% Payments made on invoice once paperwork is agreed	Payment 1 – on satisfactory receipt of all required grant documentation Payment 2 – once final report has been submitted and agreed after project has completed

Reporting

Your grant agreement will specify when your **project report** will be due. During the term of your grant, you may receive an interim email to check everything is on track. Please **keep records of all your project expenditure**; receipts, invoices, timesheets (we can provide you with a timesheet template)/salary information etc. For staff costs, payslips/timesheets/payroll summaries, and a signed letter from a senior person in the organisation confirming the expenditure will be required. If project management changes before the grant monitoring is completed, please ensure all relevant documentation is passed on.

As part of the grant agreement, the grantee is required to submit a report on the project which **must include expenditure evidence for the grant amount awarded**, together with images/photos of the project and evidence of any project publicity. Payment of the grant balance is subject to satisfactory reporting.

These sections will be updated in early 2026

Application Tips	to follow
Examples – strong and poor answers	to follow
Examples – clear, measurable outcomes	to follow
Examples – sample budget	to follow

Our new application forms will be available online from 2nd January.

Please keep an eye out for our 2026 application webinars, which you can join live or catch up later, which will go through our new application forms and answer questions.

If you need any further assistance or guidance with the application process at any stage, or would like to be notified of the webinar dates, please contact us by telephone **01895 839916** or by email hct@groundwork.org.uk

Project - Breakdown of Costs - Year 1

1-1 Item/activity	Salary - ESOL teacher for 2 hours per session (20 classes x £25 ph) £1,000	1-5 Item/activity	Core costs / overheads to include Insurance, finance, DBS, Admin costs (@ £20ph) (up to allowance of 15% of grant awarded)
1-1 HCT Requested Amount	£1,000.00	1-5 HCT Requested Amount	£466.00
1-1 Other Source Amount	£0.00	1-5 Other Source Amount	£1,186.00
1-1 Secured?		1-5 Secured?	Yes
1-1 Source of Secured Funds		1-5 Source of Secured Funds	Secured from reserves
1-2 Item/activity	Salary	1-6 Item/activity	Marketing materials, website & software
1-2 HCT Requested Amount	£1,000.00	1-6 HCT Requested Amount	£300.00
1-2 Other Source Amount	£0.00	1-6 Other Source Amount	£300.00
1-2 Secured?		1-6 Secured?	Yes
1-2 Source of Secured Funds		1-6 Source of Secured Funds	
1-3 Item/activity	Studio hire for 2 hours a session (20 sessions x £50) £1,000	1-7 Item/activity	Travel expenses allowed at .45 per mile (approx 4 x trips per session for ESOL teacher & assistant @ 4 miles for 20 classes)
1-3 HCT Requested Amount	£500.00	1-7 HCT Requested Amount	£0.00
1-3 Other Source Amount	£500.00	1-7 Other Source Amount	£144.00
1-3 Secured?	Yes	1-7 Secured?	No
1-3 Source of Secured Funds	Grant from Lottery Awards for All.	1-7 Source of Secured Funds	
1-4 Item/activity	Materials to include: Notepads 100 x £2.50 (£250) Pens box of 500 (£10) Whiteboard £43 Whiteboard pens £7 Text books 100 x £9 (£200)	1-8 Item/activity	Schools 10% contribution as secured funding 2 x £150 for use of facilities. Staff time @ 15 hours x £25ph
1-4 HCT Requested Amount	£310.00	1-8 HCT Requested Amount	£0.00
1-4 Other Source Amount	£0.00	1-8 Other Source Amount	£675.00
1-4 Secured?		1-8 Secured?	Yes
1-4 Source of Secured Funds		1-8 Source of Secured Funds	Benefit in kind - staff time and use of facilities at St Marks Secondary School and St Pauls High School
Year 1: Failure to Secure Funds	We will look to other funders for any shortfall but do have reserves in place to cover unsecured items.	Total Amount Requested: Items Year 1	£3,576.00
		Total Other Source: Items Year 1	£2,805.00

1-1 Sufficient detail to calculate costs & within our guidelines of a skilled rate.

1-5 Clear listed items and overheads within 15% allowance.

1-2 Lacking in detail. No job title, hourly rate, number of hours or sessions.

1-6 No itemised budget breakdown and no detail if secured funding or from where secured.

1-3 Breakdown clear and detailed where secured funds are from.

1-7 Clear breakdown of costs.

1-4 Clear budget breakdown and itemised costs.

1-8 Schools 10% contribution detailed as benefit in kind.

This amount requested is only eligible for 1 year funding under the CT Small programme.