

# Application Tips

The guidance below is for those applying to Heathrow Community Trust (HCT) grant streams and is also worth noting for other funders. Following this guidance will help you to demonstrate good project management.

**Contact us** - for an informal discussion about your project, in particular which grant stream your project may be eligible to apply to and what sorts of things we fund; we may be able to give you some useful pointers and help iron out any immediate queries. Having a chat to us at this point can help you understand our processes and allows us to give you the best support we can. Send us an email at [hct@groundwork.org.uk](mailto:hct@groundwork.org.uk) or give us a call on 01895 839916.

**Follow the guidance** – you **must** ensure you read through this document, our full Grant-Making Policy, the guidance for the grant stream that you have chosen to apply to, and the application form thoroughly before you start. Please ensure your project fully meets the essential criteria and consider how you'll explain this in your application - it won't be obvious to someone unfamiliar with your organisation.

Showing evidence the project is wanted and needed is important – local research, pilot projects, or consultation are a good idea, as are letters of support from other partners who will be involved. Wider statistics can also be useful - the London Data Store is a reliable source [data.london.gov.uk](http://data.london.gov.uk) as are Surrey-I [www.surreyi.gov.uk](http://www.surreyi.gov.uk) and the Office for National Statistics [www.ons.gov.uk](http://www.ons.gov.uk), but they must be backed up by your own evidence of local need.

**Take your time** - writing an application 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 and the organisation. It's worth putting your final draft aside to double check with fresh eyes later when you are more likely to spot errors or inconsistencies or get someone else to proof it before you submit.

There is the option to begin drafting the application and return to it later through the 'Save and Resume' link at the bottom of the application form. Please be aware that this link is only valid for 30 days. You will require a new 'Save and Resume' link each time you make changes to the application form before submitting. Please note HCT cannot access any information or forms prior to submission, so please ensure you save the link correctly and return to it within 30 days or your work will be lost.

## Before you submit your application:

- 1) Ensure you have completed all sections of the form
- 2) Does the project meet all the HCT criteria?
- 3) Are the figures in your breakdown of costs total the correct amount?
- 4) Have you included any **crucial** supporting evidence with the application?

**If any of the information is inaccurate your application could be deemed ineligible.** If you want us to fully assess your application and give you the opportunity to make any adjustments, please aim to get your application to us at least 2 weeks prior to the deadline.

## Why do we ask about Governance Training?

HCT seeks to award funding to well-managed and well-governed charities and community organisations. 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 you to do the following:

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

**What do we not mean?** We do not need to know all the training your staff and trustees do – they might be undertaking courses in counselling, or qualifications in teaching, or first aid, for example – we don't need to know this.

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

The sort of training and development you do will vary depending on your size and resources available – if you are a very small voluntary organisation you may be relying solely on the training and development that your volunteers get as part of their day jobs for example (e.g. you have a teacher as a trustee who has attended formal training in safeguarding as part of their job and leads the board in a short session on safeguarding once a year to make sure they understand the issue).

Examples from previous applications:

<b>Strong answers to the question on Governance Training</b>
<p><b>From a Medium-sized charity:</b> 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 Manger has commenced a Level 5 Diploma in Leadership and Management.</p>
<p><b>From a small local group of a national youth charity network:</b> 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. 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. 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><b>From a very small community group:</b> 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. 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. The Chair of the management committee is a freelance HR consultant and ensures she is up to date with current HR practice. 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>
<b>Poor answers to the question on Governance Training</b>
<p><b>From a small sports club:</b> 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. <b>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, you should at the very least have safeguarding training.</b></p>
<p><b>From a large housing association:</b> Staff undergo regular training which is designed by the learning and development team. If specific training details are required this can be provided. <b>If we didn't want specific details why would we ask the question?</b></p>
<p><b>From a small community group:</b> N/A – see above, <b>Governance is <u>never</u> not applicable, although how you ensure you have the right skills and training to manage it effectively will vary.</b></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 changes 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 have funded** and we hope they will help you to think about your own projects:

- ‘Providing 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.’
- Measuring the success of the 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.’
- Explaining the change or benefit for the participants - At least 85% of the participants will progress into education, employment or training (based on evaluation results from pilot project)
- Measuring the success of the 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 it will 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 it will 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 it will benefit them [project is new roof for church hall] - The building offers events for people of all ages with 84 hours 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 is just as helpful – 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!]



## Example Budget Showing Breakdown of Costs

Staff costs broken down to show hourly rate and total of hours.

Show detailed costs including of materials - how much each item costs and how many you will buy.

Detailing any other sources of funding, which items/ activities they will be funding and if you have secured the funding, or not. Where something is part funded by HCT, clearly state the amount HCT will provide.

A - Item/activity	B - Total requested from HCT	C - Total from other funding source/match funding	D - If funded from other source is this secured?
<p><b>1-1 Item/activity*</b></p> <p>P/T co-ordinator salary x 10h/w @ £15 per hour x 20weeks</p> <p>944/1000</p>	<p><b>1-1 HCT requested amount*</b></p> <p>£ 3000.00</p>	<p><b>1-1 Other source amount</b></p> <p>£ 0.00</p>	<p>If funded by other sources clearly state if you have secured the funding, or not.</p>
<p><b>1-2 Item/activity</b></p> <p>Photocopying @ £40 per month x 5 &amp; promotion £100 (HCT (£200) &amp; Company X (£100 not secured))</p> <p>903/1000</p>	<p><b>1-2 HCT requested amount</b></p> <p>£ 200.00</p>	<p><b>1-2 Other source amount</b></p> <p>£ 100.00</p>	<p><b>1-2 Secured?*</b></p> <p>No</p>
<p><b>1-3 Item/activity</b></p> <p>5 x computer tablets @ £150 each</p> <p>968/1000</p>	<p><b>1-3 HCT requested amount</b></p> <p>£ 0</p>	<p><b>1-3 Other source amount</b></p> <p>£ 750.00</p>	<p><b>1-3 Secured?*</b></p> <p>Yes</p>
<p><b>1-4 Item/activity</b></p> <p>£10 x 20 Refreshments @ £200 (Refreshments: in kind £200 (not secured). HCT Volunteer costs (£400))</p> <p>860/1000</p>	<p><b>1-4 HCT requested amount</b></p> <p>£ 400.00</p>	<p><b>1-4 Other source amount</b></p> <p>£ 200.00</p>	<p><b>1-4 Secured?*</b></p> <p>No</p>

Clearly state which items/activities will be funded by the HCT grant and which items/activities will be funded by other sources.

**amount:** must match the Amount Requested figure in Section C

**amount:** must match the Total Project Cost figure in Section C

