

# AN INTRODUCTION TO FINDING AND BIDDING FOR EXTERNAL FUNDING

- Helping local councils through the labyrinth to  
get project cash!

Revision 5  
April 2012

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**Appendix 1: Funding Digest:** Details of opportunities for project funding are updated monthly for member councils, and made available on the ALC website.

## Introduction

Even in our financially difficult times, the good news is that there remains many sources of external funding for projects available – Good News! Perhaps the ‘bad news’ is that success only comes from involvement and team-work, continuous learning, and hard work.

There are many ways for councils to raise finance, and lots of funding sources beyond the parish precept.

The main ‘tools’ required by individuals interested in obtaining these funds might be summarised as knowledge, a clear understanding of your desired outcome(s), and the physical stamina/mental tenacity to get there!

The aim of this guide is to help make the external funding process a little clearer to the uninitiated and inexperienced.

To give you hope at this very early stage, please find below a couple of recent successful testimonials, using our information and support:

Wickham PC; Email dated Dec 2011 –  
“Steven  
  
**Sport England Inspired Facilities Grant -**  
**I followed up one of your grant leads and have just heard we have won £46K towards a new all weather pitch. So THANK YOU and Merry Christmas!**  
  
**Regards**  
  
**Nicki Oliver**  
**Clerk to Wickham Parish Council”**

Griffon Partnership; Email dated Jan 2012 –  
“Dear Steven,  
  
**I just wanted to say a huge thanks to you for suggesting the Tennis court grant - I did a frantic last minute application and we have just been told that we have the money! Yippee!! obviously there is an embargo on publicity at the moment - but I wanted to say how thankful I was to you for telling me about it.**  
**I carried on with the applications to ‘reaching communities’ - and we have been invited to the 2nd round for our big group. I realise that many fall at the 2nd fence, but feel pretty chuffed to be there!! Thanks again - your workshop really was invaluable.**  
  
**with very best wishes,**  
**Rebecca Matthews**

**Partnership Manager**

**THE GRIFFON AREA PARTNERSHIP for North Walsham and 25 surrounding parishes 32 Vicarage Street, North Walsham NR28 9DQ 01692 407509 [www.griffon.org.uk](http://www.griffon.org.uk)**

Longparish Village Hall; Email dated 9 April 2012 –

**“I am delighted to report that Awards for All have offered the PC £10,000 towards Phase 2 (refurbishment). Particular thanks to Steven for help and advice on completing the application form. Yippee! Jeremy.”**

**Jeremy Barber**

**Longparish Parish Council**

This guide is divided into sections, which offer practical information and guidance on how to successfully support and fund projects. Perhaps the most important thing to remember is that there are many ways of getting to a successful conclusion, and partnerships often make better ‘vehicles’ for grant funding than the council going it alone?

Many experienced fundraisers believe that a key to successful fundraising is to have a strategy in place, so section one begins by looking at how to develop a fundraising strategy for your council. If you are looking at a big or multiple projects, this becomes doubly important. In order for the whole council to understand and be able to communicate the journey that the council is on, some coherence is vital.

Section two goes on to look at some ways in which your council can raise funds.

Sections three to six focus on understanding the funding options available to you and tips for preparing a winning bid!

When you are successful in securing funding for any project, you will have to show accountability to the funder by managing the project effectively. This will include, for example, ensuring that you have spent the money in the way that you originally proposed. Section seven therefore gives initial guidance on monitoring and evaluating projects, once they have ended.

You will find a glossary of some useful terms in section eight and a list of useful contacts in the final section.

The Appendix to this Guide offers a starting point for those looking for funding, and is published monthly. Your local Council of Voluntary Service (CVS) and District/Borough/County/Unitary Councils are other places which may be able to assist you in your search.

Finding funding is a competitive activity, and is not a short-term fix. Those councils, who do use external funding as a regular part of their funding mix, will be improving both quality of life for their electorate, and adding value for money. So although not easy, it is an integral part of many successful councils and their core activities.

Good luck!

## **Section One: Developing a Funding Strategy**

### **What is External Funding?**

The term 'external funding' is used to describe the process of securing resources outside of the annual parish precept (the council's portion of the council tax). These resources come in the form of people, cash and/or any other material resource offered to your council as 'in-kind' support. External funding is a resource that will help your council to create the activities, facilities and services it requires to meet the needs of your community. This means that the fundraising process should start from a clear basis of understanding.

- what resources are needed and why?
- what are the needs of the community?
- what plans do you have to address these needs?
- is your council planning to continue an existing service, develop an existing service or develop a new service?

A funding strategy will help you to plan all of this effectively.

### **What is a funding strategy?**

This strategy is a step by step plan that outlines how you intend to raise the resources to fund your plans for community facilities and services. Your funding plan should be based upon your community or parish plan, business plan or other strategy which has been developed through extensive community consultation. It will outline where your council is now, what it wants to achieve within its life-cycle, and how it proposes to fund these plans. Your funding strategy should also then be reflected in your annual budget, and forward-planning skeleton budgets.

### **Who is it for?**

Your funding strategy should be written primarily to help the council, and so it is important that everyone easily understands it. It is good practice to repeat what your council is hoping to do, why, when and how much it will cost. It should then show how you plan to raise the required funds, whom is responsible for what, what funding you already have and for how long you have to spend any funds where there is a time restriction.

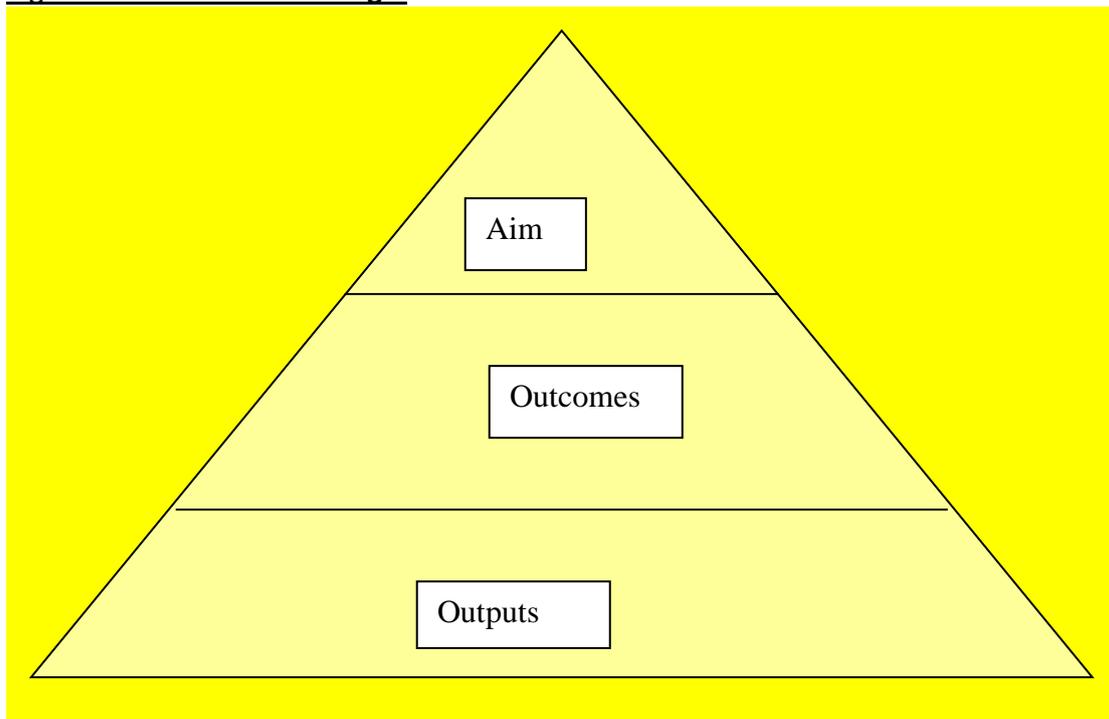
### **Who should do it?**

Anybody in your council with the right skills can lead your organisation's external funding activities, although in practice it may well be the Clerk or RFO; or it may be a councillor with the right skills working to council direction?

As a general guide, your funding strategy should explain:

- what your organisation wants to achieve (outcomes and aim<sup>1</sup>)
- why your organisation wants to do it (the need<sup>2</sup>)
- who will benefit
- what will happen if nothing is done (the effects on the community)
- when your organisation wants to do it (timeframe)
- how much it will cost (budget)
- how the council plans to raise the money
- who is responsible for doing what (tasks)
- what funding is already secured

**Fig. 1: The Outcomes Triangle**



Your project will have an overall aim, perhaps to improve access to services in a rural area. The all-important outcomes are the changes brought about by activities or outputs, so the delivery of outputs provides the outcomes, which in turn deliver change. In this example one output might be the provision of a community bus. An outcome may be increased independence for vulnerable sections of the community including the elderly, young people etc.

#### **What does this mean in real-life?**

For example, if your organisation's funding strategy includes the development of a community building, the strategy may include:

- how this project fits into the overall objectives of the council
- some information about the project itself (for example, what sections of the community you are targeting, how many people and the location?)

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<sup>1</sup> See Fig. 1 overleaf

<sup>2</sup> See Section 4

- how the idea of the project came about (did it develop out of a community planning exercise for example?)
- how much money you need to raise and how you plan to raise it

Perhaps you could divide the project into different components to identify the type of funding that may be available? A current example is the money available for 'green' heating systems in community buildings – so you might decide to isolate this element?

### **Can you adjust your funding strategy?**

Yes, you should! Do not forget that a funding strategy is a working document and can be adjusted as you go along to include new ideas. You might also have to adjust it due to any changes that might affect your organisation or the timing of a particular project. Your organisation should aim to update its strategy annually (incorporating new developments and achievements) and produce a revised strategy every five years. The funding strategy should be informed by your overall work-plan. The council will otherwise forever be reactive, and possibly achieve little, certainly without coherence.

Before you can properly start developing your strategy, it is advisable to sit down with those involved in developing it to consider, as a group, any factors that might affect your organisation's funding opportunities. There are many ways that you can do this, but one popular method is the SWOT analysis.

***SWOT = Strengths, Weaknesses, Opportunities and Threats that might affect a particular activity?***

This brainstorming exercise is effectively the risk management part of constructing your strategy. Risk management is perhaps one of the primary functions of councillors.

## **Section Two: Ways of raising funds for your project**

There are many ways of raising funds and the approach you choose will largely depend on what and how much is needed, and for what purpose

### **Identifying sources**

The funding sources you will consider include:

- Precept
- Borrowing
- Local and Central Government Funding
- Charitable Funds and Trusts
- Company Sponsorship
- Individual donations
- Earned Income

### **Funding sources – some advantages and disadvantages**

#### **PRECEPT**

The council's portion of the council tax, as decided by the council and notified to the district/borough council

#### **Advantages**

- Decided by the council
- Known quantity controlled by council
- Only work is setting the budget from planned priorities to decide on precept level

#### **Disadvantage**

- Public appetite for extra tax likely to be low

#### **BORROWING**

The council can borrow money for major capital projects through the public works loan board. Full details can be accessed through the ALC office.

#### **Advantage**

- Certain source of funding
- Interest levels currently very low

#### **Disadvantage**

- Will raise precept levels consistently over a long-term period

## **GOVERNMENT FUNDING**

This is funding that comes from local authorities, government departments, Europe and a range of government agencies.

### **Advantages**

- Large amounts of money may be available
- Lobbying (repeatedly asking for changes) can be productive – over time!

### **Disadvantages**

- Applications can take a long time and ask for a lot of information

## **CHARITABLE TRUST FUNDS AND FOUNDATIONS**

These are bodies set up to fund activities that meet a particular aim. Just one example is the Tesco Charity Trust Community Awards, set up to provide benefit in areas where there is a Tesco store.

### **Advantages**

- tend not to be very bureaucratic – applications may take less time/be less difficult
- Not always available to local councils, so a lead charitable/community body may be needed
- Community organisations can build up long term relationships with particular trusts

### **Disadvantages**

- Most only give reasonably small sums of money
- It can take a long time to get a decision
- Highly competitive – lots of people apply for the money
- There can be strings attached to what they will give you

## **COMPANY SPONSORSHIP**

Companies give in various ways such as donating materials or equipment, offering services for free and getting their staff to offer advice or training. Some companies also give donations or sponsorship but while donations are like any cash gift, sponsorship means the company expects to get something back such as advertising or positive publicity. Donations come from a department with responsibility for corporate giving.

### **Advantage**

- Possibility to develop long-term relationships

### **Disadvantages**

- They very rarely give cash gifts
- Difficult to get – very competitive

- It can take a long time and a lot of effort for small returns (a small amount of money)
- There are VAT implications around sponsorship (for example, use of logos)

### **INDIVIDUAL DONATIONS**

The most common donation from affluent individuals is through bequests or gifts of parcels of land. This source of funding should not be discounted though.

#### **Advantages**

- Can provide great benefit.

#### **Disadvantages:**

- May take a lot of time in building relationships

### **EARNED INCOME**

Some councils make a surplus on certain activities, which can then fund other public services. Parish councils in Hampshire alone, run everything [honestly!] from a herd of cows to a leisure centre, so think wide, think big.

#### **Advantage**

- Developing new areas of work can provide employment and development opportunities

#### **Disadvantage**

- may need additional skills and expertise. E.g. Herdsman on the council staff?
- Surplus may need to be ring-fenced to provide ongoing maintenance funds to related asset?

### **Section Three: Understanding how funders work**

Once your organisation is ready to fundraise, the next step is to undertake some research to help identify potential funders for your work. If you understand how funding organisations work, you will be able to target only those funders that support the kind of work you do. This means that you will not waste time applying to funders who are unlikely to support you.

#### **Choosing the right funder**

Often funders give money to projects and organisations that promote certain issues or causes. These might include social issues, such as the welfare of refugees and asylum seekers, as well as issues like the promotion of artistic activity, sport and education. Therefore, it is important to recognise that different funders will have different aims and objectives of their own, and to carefully study the funders' criteria, such as the priority area of work and beneficiary group before starting to complete the application.

#### **Getting to know funders**

You can find out about different funders and their criteria by contacting them directly. When you contact the funders, request an application pack for their different funding programmes and any guidelines that they produce about how they fund their work.

Another way of getting to know funders and their criteria is by consulting funding guidebooks or CD-ROMs. You should be able to find copies at your local Council for Voluntary Service (CVS), or at some local libraries and other voluntary and community organisations (VCOs). There are a number of useful websites that you could also visit to find out about funders and their criteria (see section 9).

Different funders will ask for this information to be presented in different formats. For example, some funders will send their own application form, others will ask you to submit a two page summary briefly describing the proposed project and some will require a more in depth project proposal explaining in detail what you want the money for and how you will use it. It is important to check the requirements of each funder before applying.

#### **Understanding funders' questions**

When you are presented with a funding application form, it can sometimes seem overwhelming and daunting at first. As you will have started to realise, there is specific 'funding language' that is used, for example, outcomes and outputs. There is a glossary at the end of this toolkit which will also help you to familiarise yourself with some common funding terms. Learning to use them appropriately may mean the difference between being funded or not, so is worth the investment in time.

#### **How do you explain your project's outcomes and outputs?**

Funders will be interested in the difference your project will make to your community. These differences are often called 'outcomes'. Funders want to know many other things! These include what activities or services you are delivering and how many (outputs), and how you will record these activities/services as well as how you will measure their success (monitoring and evaluation).

There are different ways of expressing this. To make it easier to understand what the funder is asking, below are a selection of funders' questions with some notes to explain what the funder might want to know. Use them to start putting an outputs and outcomes plan together.

**Fig. 2: Questions relating to the outcomes of a project:**

**1. How will you record what you do, how will you know it is working?**

This question is asking about monitoring and evaluation – but to evaluate something so that you know it is working, you have to know what changes or 'outcomes' you were aiming to achieve at the beginning.

**2. What do you plan to do, who will benefit, what will be the timetable?**

The first part of this question is asking about activities and planning (outputs). The second is about beneficiaries and timing (this is an opportunity to talk about outcomes as well by briefly adding in **how** people will benefit from what you are planning to do).

**3. How will you judge the success of your project?**

This question asks about monitoring and evaluation. Like question 1, you will need to show how you will monitor the outcomes you were aiming to achieve at first as well as how you are judging this.

**4. What are you going to do? What difference will the work make?**

This question asks about activities (outputs) first then about the difference your activities and services will make (outcomes). So if the output is the number of young people attending a youth club, the outcome might be the % reduction in fear of crime in the over 65s in the community

**5. How will you know you have achieved what you have set out to do? What will you do with the findings? If relevant, how will you share your learning?**

This asks about monitoring and evaluation relating to the project outcomes. How will you know you have achieved the outcomes you expected from the project and how will you a) improve your services as a result of the evaluation and b) let others know about successes you have had.

**6. Who are the beneficiaries of your service?**

This question is about the people your services have been designed for. They want a brief description of the cultural background, age, and gender of the groups you intend to serve.

**7. What do you want to achieve as a result of the funding? The Foundation will compare the information provided here with the information provided in the evaluation form.**

Here the funder tells you how they will measure what you intend to do (and the related outcomes) against what you actually did. This question involves both outputs and outcomes. Clearly the Foundation wants realistic answers!

**8. What projects or activities will take place if you receive this grant?**

This question is asking about activities and this relates to outputs – try to estimate how many activities/services will be implemented within a specific time.

**9. Impact? How will the work be documented and evaluated? How will you ensure that the lessons learnt from your work will become known by others? What difference will the work make?**

This question is three questions in one. The first is asking about monitoring and evaluation (when a question asks about documentation it is asking about the recording of work which relates to monitoring). The second is about reporting outcomes to other people. The last question asks what difference something will make so it is asking about outcomes.

**10. We are interested in the positive changes which your work will bring about.**

This is another way of asking about positive ‘outcomes’ (changes).

**11. How will you gather the information you need to help you assess whether you have made these changes? (for example, the use of focus groups, questionnaires, and so on)**

This question is asking about monitoring and evaluation. Gathering information is monitoring, analysing and getting feedback. Arranging meetings with people who use your services (focus groups) is part of the evaluation.

**12. What difference will this project make to these children/young people's lives? (please be specific)**

This question is about outcomes: how your project will improve the lives of the beneficiaries, in this case children/young people. To be specific talk about how many children you will provide services to.

**13. How will your project achieve this difference?**

This question is about outputs – what you are going to actually do and how do those activities/services link to the outcome.

**14. How will you measure that your project is making a difference? (What signs will you look for in the children/young people's lives? What evidence will you collect?)**

This question is asking about monitoring, evaluation and outcomes. Collecting evidence and then analysing it and measuring the difference the project makes basically means evaluating the outcomes of the project. For example, they may be interested in signs such as a rise of attendance at school or higher attendance at the local community social club.

## **Section Four: Identifying and demonstrating need**

Showing funders that there is a need for your work is very important. There is so much competition for funds that you must be able to:

- prove that your community needs your service (and that you haven't accidentally made assumptions)
- show that your project will make a real difference and that you have a true understanding of your community

These, and demonstrating to the funder that your project is the best solution to the problems that you have highlighted, is key to getting the funds you need.

### **Identifying needs – consulting with your community**

If you do not consult with your beneficiaries at the planning stage of your project, you may well encounter difficulties at later stages of project planning and delivery. Consultation also allows different groups of people and other local organisations to get involved with the project and offer support.

Consultation can be conducted in a variety of ways. You could invite comments through a monthly newsletter, workshops, one to one discussions or a consultation day. The methods of consultation and who you consult will vary depending on the type of the project proposed and the potential service users. For example, if you are planning to run an after-school club for children in secondary education, then local schools should be consulted as they can advise on the academic needs of the children.

### **More ideas on how to consult**

The following ideas will help you to decide the most appropriate way to collect information about what your supporters/users/community really think:

#### **1. Questionnaires**

Keep the questions clear and focused.

#### **2. Strategies that exist in the area you are working from**

Look at other local organisations' strategies especially your principal authorities' community strategy, PCT strategy etc.

#### **3. Statistics**

Using research that details the number of people affected by a problem will have more impact than just quantitative<sup>3</sup> information.

#### **4. Research**

Check to see if any reports and surveys have already been conducted that would relate to your proposed project and community.

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<sup>3</sup> Put simply, quantitative information is generally numbers and statistics, whilst qualitative might be human responses and feelings in response to a survey

## 5. Focus groups

A focus group works by bringing a number of people together for a timed discussion led by an experienced facilitator, who can help to guide the discussion and record the results.

## 6. Outreach

This can be done by selecting random addresses and doing door to door interviews. Or you could visit community centres and youth clubs.

## 7. Mapping

Using a map of an area you want to research, ask people to place coloured stickers on to the map to indicate their views about areas where they feel safe or unsafe (places where a community centre should be?). You can adapt this participatory method to suit your particular needs.

## 8. Stalls

You could set up a stall in your local shopping centre, at an event or at a local club or society – this would be an opportunity to informally chat to people.

To help you with the gathering of statistics and facts, some useful contacts are given below:

Office for National Statistics

Tel: 01329 813800

[www.statistics.gov.uk](http://www.statistics.gov.uk)

<http://neighbourhood.statistics.gov.uk>

This provides statistics for an area or a neighbourhood summary.

Note: The Office for National Statistics holds information on where you can find data about your region. For example, you may be able to find detailed information for an ethnic group and an economic activity. The census is carried out every ten years, so the next census is due to take place in 2021.

[http://neighbourhood.statistics.gov.uk/dissemination/datasetList.do?Expand11=1&\\$ph=60&updateRequired=true&step=1&CurrentTreeIndex=-1#11](http://neighbourhood.statistics.gov.uk/dissemination/datasetList.do?Expand11=1&$ph=60&updateRequired=true&step=1&CurrentTreeIndex=-1#11)

You can use this web link to find the topics with statistical data attached to them – topics include age, gender, and country of birth, economic activity and information related to health.

<http://www.neighbourhood.statistics.gov.uk/dissemination/Info.do?page=aboutneighbourhood/indicesofdeprivation/indices-of-deprivation.htm>

This web link provides statistics on deprivation. These cover a range of issues like unemployment, health, income, barriers to housing and services, and crime in local areas. Funders often require information on how comparatively deprived your area is.

### Be clear about your project – demonstrate the need

It is very important to show any funder that you are clear about why your organisation wants the money and what it will do with it. Below is a list of questions that many funders might ask you? If your council/partnership is uncertain about any of these areas, then you may not be able to convince a funder to fund your project. Have a run through them before you apply.

**Fig 3: Checklist of typical funders' questions**

Questions	Responses
How do you know that there is a need for your project?	You should make use of research, and community engagement to show that the need is real.
How does the project meet the aims of the community?	You need to show how the project links to your overall aims – this may be through a completed parish plan for example which the Big Lottery Fund in particular will accept as primary evidence
Who will benefit from the project?	Understand who the community groups are who will benefit, and be explicit in naming them.
How many people will your project benefit?	Numbers will also give you an indication as to the size of a project. This can be worked out per week, per month or per year. This is important when working out the budget, so that costs can be worked out according to the number of people you are targeting. Look at 'number of users' as well as occasions used to reflect accurately the level of local usage.
How is your project different to similar existing services?	Your unique selling point may be geographical isolation for example, or the creation of a demand-led service, rather than a service-led operation.
How will you make your project accessible?	You need to explain how your project is easy to access by your users. Funders want to know that potential users will hear about your service and can make use of it. How will you cater for those with particular needs? Explain!
How will the project benefit those that use it?	Here you will need to be specific and list all the benefits you think the resident will receive. It is important to be realistic and not to exaggerate the benefits, as you will need to report back to the funder later on.

<p>How will you monitor and evaluate the activities of your project?</p>	<p>How will you measure the progress of your project and assess this progress? Also, a funder may want to know how you intend to make use of this information. This will also be useful in shaping this and other projects in the future.</p>
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**Gathering evidence to support your application**

Some funders will ask for evidence to support your application in addition to your completed application form or letter. This could include your council’s latest annual report, audited financial accounts, budget breakdown or latest bank statement and job descriptions. This information is to show your council/partnership really does need the money to complete the project.

Funders may also ask for the results of surveys carried out that show the need for your project, or research that supports the statistics you have used in your application. However, do not enclose every piece of information connected to your application, as funders will not have time to read everything. For example, send a one-page summary of your research findings instead of the whole report.

## **Section Five: Making sense of outcomes**

The Big Lottery Fund and many other funders use an outcomes based approach to their funding. This essentially means that they are more interested in the difference a project will make rather than the choice of activities undertaken.

### **So what are outcomes?**

Outcomes are the changes that will come about as a direct result of the project.

### **Why are outcomes important?**

A Funder's assessment of your application is based around your chosen outcomes – how well your outcomes are meeting an identified need, how likely you are to achieve them, and how well they fit with the aims of available funding.

### **Identifying your outcomes.**

Think about your goals, aims, effect and 'reasons why' rather than just targets, outputs, and amount spent. What is the difference your project will make, and who will it make a difference to?

You should also think about how you will demonstrate the difference your project will make. Your outcomes should answer the following questions:

What is the change you intend to make?

Who will it benefit?

How will it benefit your target group?

Consider the following points:

Are your outcomes relevant to the activity of the project?

Do you know how you will measure your outcomes?

Are your outcomes specific and realistic?

Can you achieve your outcome within the lifetime of the grant?

Is there a clear link between the evidence of need for the project and its outcomes?

When expressing your outcomes, keep them short and avoid providing too many. Use plain English – never jargon. And remember your outcomes must be in your power to deliver.

### **Measuring Outcomes**

Make sure that you have robust plans in place to track and measure your outcomes. They might be called milestones.

Progress of outcomes can be measured using outcome indicators.

You can use a variety of tools to measure outcomes, including questionnaires, surveys, focus groups, video diaries and one to one interviews. This should be an ongoing process and should be reflected in your milestones.

## **Section Six: What makes a good application?**

### **Writing the application**

When you are completing an application form, it is best to photocopy the form and to fill in the details in draft first as it is likely that changes will be made when other people check it. If, like most people, you find it difficult to put things in writing, a good tip is to first explain your ideas to a friend. If your friend understands you, write down what you have said in a similar way on the application form or letter. If you are not clear and enthusiastic about the work you are planning to do, a potential funder will not be either!

Funders that do not use application forms will specify how they want you to approach them. Some may prefer an initial telephone call giving details of your council or partnership and your funding request. If a funder asks for a letter they will usually state clearly how long they want it to be.

You may be offered the chance to apply by email or to download the application form from a website and send it electronically. Some funders prefer you to complete and submit an application form online. See an example 'Awards for All application form at <http://www.awardsforall.org.uk/england/apply.html>

### **Working out the cost**

#### **Do not over or undercost your project**

You need to work out how much money to request from the funder. You will show this in the funding application as the project budget. This will show a clear breakdown of your estimated expenditure. In many cases, organisations tend to under cost their projects. Conversely, if you inflate costs without evidence, you are unlikely to be funded – the grants panel is likely to consist of experts!

#### **Keep all your funding application notes**

Do not throw away any of the notes you make when working out different costs. They contain essential information that a funder may require. Also, your notes will help you remember how you worked out the costs and what you based your estimates on – because by the time you actually hear from the funder, these details may not be clear in your mind!

### **Presenting the information to funders**

#### **Keep it simple**

The golden rule is to keep it simple. Funders receive many applications that are overly complicated and difficult to understand. One way to avoid this is to use bullet points, for example, to list how the project benefits the community. Get a friend or family member who is not involved with the project to read it and make sure s/he understands it. Do your utmost to show how your project will meet the funders' aims. If you have to 'shoehorn' your project into the aims stated, your application may appear muddled, lessening its chances of success.

### **How to make your application stand out**

Do not forget that you are one of many applicants looking for funding so think carefully about how you can make your application stand out from the others. Accuracy is crucial – have you checked your application for good grammar? Have you spelt the contact person's name correctly?

Make an effort to ensure that the layout and format is well presented and easy to read. For example, try highlighting the main headings of your application in bold or underlining them. If you are typing your application, make sure the font is not smaller than 12 pt so that it is not hard to read. If you are hand writing your application, write clearly in black ink

### **Meet the deadline!**

Before you post your application, take a photocopy in case the funder misplaces it or it gets lost in the post. Make sure you address it to the right person – this is usually stated in the funder's guidelines. Most importantly, make sure it arrives on time. Some funding programmes have just one deadline for each year. Some funding organisations decide on all applications at the date of their next management committee meeting. Details about the timing of applications will be included in the information that the funder sends you.

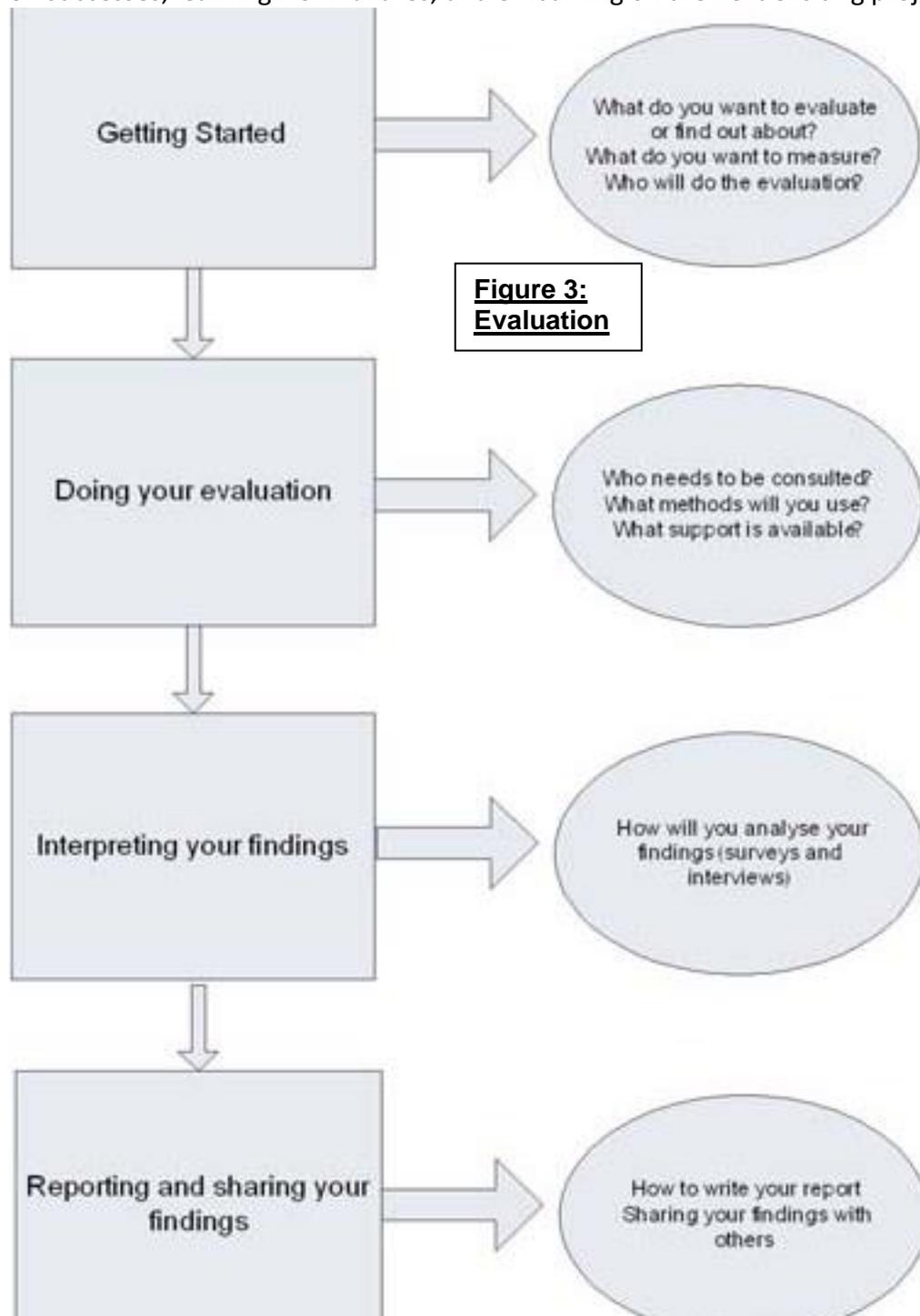
### **Tips for submitting a good application:**

- Check that your application matches the funder's criteria
- Do not make generalised statements – try to illustrate your proposed project by using facts and figures relevant to your community
- Fill out the application form accurately, remembering to include any required documentation, for example annual reports
- Allow time for the approval and sign off process.
- If your application is successful, remember to thank the funder and to follow any reporting criteria that they require
- Communicate with your funder, keep them up to date with developments, and perhaps you may have the chance to apply to them again!

It is essential to keep a fundraising file, where you store any information that you will need when you make a funding application. This should include background information about your organisation, descriptions of your past and present activities, details of projects, information about the community you serve, information on how you ensure equal opportunities are implemented and what monitoring procedures you use. Having information kept in one file can save time when you are submitting an application. Always ensure that you maintain copies of key documents as well as copying your funding application itself – do not send your only copy to a potential funder. Our memories do fail us, and you may want to pass the file on in future. It is also important for the council to keep an audit trail, as it does for all income streams.

## Section Seven: Evaluation

It is important to monitor and evaluate the successes and failures of any project – while it is running and after it has ended. This will enable members to understand and learn from any successes and failures on the project and apply them to any future funding proposals. You will also need to report to your funder about the targets you met and/or did not meet. Monitoring and evaluation is such a crucial part of any organisation's success – the data can be used for a variety of purposes, for example, to show what has been achieved and to improve existing services. Finally, once you have evaluated your project, the cycle then begins again, building on successes, learning from failures, and embarking on the next exciting project!



**Figure 3:**  
**Evaluation**

## Section Eight: Ideas to bring Funding into Sports Clubs

### SponsorPACK

SponsorPACK is an easy and cost effective system that provides clubs with support in securing sponsorship advertisers at no up-front cost. It assesses your club to calculate the potential advertising space that they could sell for you.

To visit their website click here; <http://www.sponsorpack.co.uk/>

### Club Draw

ClubDraw helps clubs in every sport, large or small, to raise those all-important funds. ClubDraw is a great fundraising way to support your club or organisation gain funding. It's a great way to support your club whilst having the fun and excitement of a guaranteed weekly prize draw.

To visit their website click here; <http://www.clubdraw.co.uk/master.php?clubid=0>

### Free Development Loans through NGB's

Some National Governing Bodies of Sport provides loan schemes to clubs to help finance capital projects which contribute to the recruitment and retention of community players at sports clubs.

Examples of this include;

- Bowls England - <http://www.bowlsengland.com/index.asp?pageID=154>
- Rugby Football Foundation - <http://www.rfu.com/rff/loans.html>
- England and Wales Cricket Trust - <http://www.ecb.co.uk/development/facilities-funding/grants-and-loans/england-and-wales-cricket-trust-interest-free-loan-scheme,851,BP.html>

### Sponsorship

Sponsorship is a process by which a company, organisation or individual provides an organisation or individual with funds, products or services for commercial advantage. It can be a useful tool to any sports club or local group and can be used for a number of different needs from as one off purchase of kit or equipment, to long term projects such as rent or ground maintenance.

Sponsorship is a business relationship that can bring mutual benefits to both parties e.g. the sponsored organisation or individual and the sponsoring company. This sponsorship should provide essential funding to the sports club or local group, and allow the organisations or business to give back to the community and promote their community work, name or products. The majority of companies look for a return on their support or investment, ranging from goodwill within the community to other benefits such as media exposure, increased sales and brand awareness.

Sponsorship enables long-term relationships to be built. The longer the relationship lasts, the greater the value that can be gained from it. The type of sponsorship available will depend both on your organisation and the sponsor. Sponsorship does not just mean money it can also be products or services in kind.

To find out more click here; <http://www.funding4sport.co.uk/services/funding/sponsorship/>

### Bag4Sport (B4S)

B4S is a social enterprise that supports colleges, sports clubs, schools, youth clubs, communities and charities by turning unwanted clothing into useful cash. Fifty full bags could earn a sports club £200, and B4S will pay a further 2% on top of this for donations weighing over one tonne.

To visit their website click here; [www.bag4sport.co.uk](http://www.bag4sport.co.uk)

### Fundrazor

Provides you with a stress free approach to raising valuable funds.  
To visit their website click here; <http://www.fundrazor.com/>

### On-line club shop

Some examples include;

- <http://www.crouchandholdshops.com/userimages/procart7.htm>
- <http://blackburnsports.co.uk/?p=shop/category&c=1>
- <http://www.ashingtonafc.com/shop/>
- <http://www.rugbytownfc.co.uk/shop/index.asp>

### Fundraising

Organised events are enjoyable ways to raise funds. Profits from these events can boost an organisation's revenue significantly and can be a successful alternative to sponsorship and putting a grant application. This approach is usually undertaken when the amounts of funding that an organisation or group wants is not excessive.

To find out more click here; <http://www.funding4sport.co.uk/services/funding/fundraising/>

### On-line Sports Club Cash Back Offers

Examples Include;

#### SpendSaveSupport.com

SpendSaveSupport.com offers internet shoppers cash incentives to spend with any of the listed retailers whilst, at the same time, raising money for their chosen sports club. Whether you are booking your holiday, changing your utility provider or downloading the latest chart-topper, there are cash back offers to be had.

Retailers include Tesco, Sainsbury's, eBay, Argos, Boots, Play.com and many more.

To find out more click here; <http://www.marketing.spendsavesupport.com/>

To visit their website click here; [www.SpendSaveSupport.com](http://www.SpendSaveSupport.com)

#### Sport Support

By using [sportsupporter.co.uk](http://sportsupporter.co.uk) you can shop at hundreds of online stores, whilst raising money for your sport at the same time. You can raise money whilst renewing your car or home insurance, buying your groceries, finding your Christmas presents or even booking a holiday. Just make a purchase by clicking through [sportsupporter.co.uk](http://sportsupporter.co.uk) (ss) and your sports club/organisation/athlete will receive a donation of up to 15% (amount depends on the store) from every purchase you make.

To visit their website click here; <http://www.sportsupporter.co.uk/index.php>

#### The Giving Machine

Online shops pay £millions in commissions to other web sites that direct shoppers to them.

By shopping via [www.TheGivingMachine.co.uk](http://www.TheGivingMachine.co.uk) you can turn these commissions into cash donations for your school, sports club or charity.

To visit their website click here; <http://www.thegivingmachine.co.uk/>

#### ClubNet

Summary Clubs register for free and, as a member, you are able to raise money, save money and access support. For example, you can place an advert on your club's website and earn up to £150 per year.

To visit their website click here; [www.clubnet.org.uk](http://www.clubnet.org.uk)

## Taxemptions - Community Amateur Sports Clubs (CASC)

This website outlines tax-break opportunities for community sports clubs.

The 2002 budget included two provisions to benefit Community Amateur Sports Clubs (CASC's).

Firstly improved Charity Commission guidance to enable more sports clubs to apply to the "Charity Commission" to obtain "registered charitable status", and thus obtain the beneficial tax treatment that accrues from it including:

80% mandatory rate relief (with the remaining 20% at the discretion of local authorities)  
relief on gifts of land and buildings

Relief on gifts of shares

Payroll giving

Disposals assets exempt from capital gains tax

Gift aid on individual donations

Gift aid on company donations

Inheritance tax relief on gifts

Gifts of assets on no-gain, no-loss basis for capital gains

Business relief on gifts of trading stock

Secondly a specifically designed Inland Revenue tax relief package for CASC's has been set up for those which cannot, or do not wish to, obtain charitable status. It is available to CASC's that are open to the whole community are organised on an amateur basis have as their main purpose providing facilities for, and promoting participation in one or more eligible sports

The tax relief package will give the CASC's many of the benefits enjoyed by charities (outlined above) and provide some incentives for individuals to support their local CASC through donations. CASC's will enjoy exemption from:-

Corporation tax on interest

Corporation tax on any trading income (including fundraising income) up to £15,000

Corporation tax on income from property (rent) up to £10,000

Capital gains tax on disposals of assets

Donors to CASC's will be able to give using the following reliefs:-

Gift Aid for individuals

Inheritance tax

Gifts of assets to a CASC on a no gain/no loss basis for capital gains purposes for both individuals and businesses

Gifts of trading stock and plant and machinery by businesses

To visit their website click here; [www.hmrc.gov.uk/casc/casc\\_guidance.htm](http://www.hmrc.gov.uk/casc/casc_guidance.htm)

## **Section Nine: Glossary of funding terms**

Many funding bodies and grant application forms use a wide number of phrases and expressions that can often be confusing and difficult to understand what exactly they mean. This section aims to clarify some of the more commonly used terms.

### **Activities**

The actions, tasks and work a project or organisation carries out to create its outputs and outcomes, and achieve its aims. Activities include all the things you do to put on service, run facilities or create products.

### **Aims**

Particular changes or differences the project or organisation plans to bring about for its users.

### **Baseline**

Information about the situation that a group is trying to change, showing what it is like before they intervene

### **Benchmark**

A standard of achievement that an organisation or project has already achieved that they can compare current achievement or use to set a target. The benchmark may be about the quality of your services, how people view the service, or the levels of success it is achieving. It is usually a statistical measure, though sometimes benchmarks can be in the form of milestones against which to measure progress.

### **Evaluation**

Using information from monitoring and elsewhere, to judge the performance of an organisation or project. There are a number of different kinds of evaluation:

- “Self-evaluation” is when an organisation uses its own expertise and resources to judge its own performance.
- “External evaluation” is when you hire a consultant or other organisation to make these judgements.
- “Formative” evaluation is when you use evaluation while you are still carrying out your work to improve it while it is still happening.

### **Hard outcomes**

These are outcomes that are clear and obvious or ones which involve an external change in people’s behaviour or circumstances.

### **Impact**

These are the broader or longer-term effects of a project or organisation’s outputs, outcomes and activities. Many people use it simply to mean “outcome”. The meaning we use here is “the broader or longer-term effects of a project or organisation’s outputs and activities”. Often, these are effects on people other than the direct users of a project. Impacts can be negative for some people as well as positive.

### **Indicator**

These are well-defined information which shows whether something is happening. You use indicators to see if you are reaching your targets or milestones, creating your outputs and

objectives or achieving your outcomes, aims and impacts. An indicator is something you can observe or measure, and which is a sign that any of these things has happened. To be useful, an indicator must really be a test of what you want to find out about. It must also be something you can collect information about consistently.

### **Input**

All the resources a group needs to carry out its activities.

### **Milestone**

This is a well-defined and significant step towards achieving a target, output, outcome or impact, allowing a group to track progress.

### **Monitoring**

Collecting and recording information in a routine and systematic way to check progress against plans and enable evaluation.

### **Mission**

Why an organisation or project exists and the broad effect that it wants to have. A summary of the overall difference it wants to make. The mission statement or overall aim is also usually just one or two sentences. It describes the people, situation or problem a project or organisation want to make a difference to. It also describes the particular difference the project or organisation wants to make. As with a vision, the aim may take a long time, be very general or very specific. It is not what a group will achieve specifically this year, or next year, but the thing they ultimately want to achieve.

### **Objectives**

The areas of activity or practical steps a project or organisation plans to accomplish its aims. People often express this as a short list of what they will do.

### **Outcomes**

The changes, benefits, learning or other effects that result from what the project or organisation makes, offers or provides. Outcomes relate to aims. Aims describe the changes or benefits you intend to achieve within your target group. Outcomes are all the changes that actually occur when you carry out activities to achieve the aims. They may not be the same as the outcomes you planned.

### **Outputs**

These are products, services or facilities that result from an organisation's or project's activities.

Outputs relate to objectives.

### **Qualitative information**

Information about what you do, achieve or provide that tells you the nature of the thing you are doing, providing or achieving.

### **Quantitative information**

Information about what you do, achieve or provide that tells you how many, how long or how often you have done it, achieved it or provided it.

**Resources**

Everything a project or organisation draws on to carry out its activities. These will include the people, equipment, money and services you need. They may also be intangible, such as time, morale and knowledge.

**Soft outcomes**

Outcomes that are less easy to observe or measure, or which involve some form of change inside people, such as a change in attitude or a change in the way they see themselves.

**Target**

A defined level of achievement which a project or organisation sets itself to achieve in a specific period of time. Note: In everyday English you may also hear the words *objectives* and *goals*

**Vision**

The ideal state a project or organisation wants the world to be in. What the world will look like if the project or organisation is successful in achieving its mission. A vision statement is usually just one or two sentences. It describes the situation that would exist if everything the project or organisation is working for happened. In other words, it says what would count as complete success for that project or organisation. The vision is not what a project or organisation thinks it will achieve this year or next year, but what things would look like eventually, if it achieves all its aims. A vision can either be something specific, or something general, depending on the project or organisation. It is often something that needs the work of many other organisations and projects in order to happen.

## **Section Ten: Some useful contacts**

### **Awards for All**

A lottery small grants programme suitable for parish councils. There are no deadlines for applications.

Tel: 0845 600 2040

Email: [general.enquiries@awardsforall.org.uk](mailto:general.enquiries@awardsforall.org.uk)

[www.awardsforall.org.uk](http://www.awardsforall.org.uk)

### **BBC Children in Need**

For organisations working with disadvantaged children and young people under the age of 18 years.

P.O.Box 1000

London

W12 7WJ

Tel: 020 8576 7788

[www.bbc.co.uk/pudsey](http://www.bbc.co.uk/pudsey)

### **The Big Lottery Fund**

The distributor of National Lottery funds. They offer a number of national funding programmes with different deadlines. Check their website for more details.

For funding information or general enquiries call the BIG advice line:

Tel: 0845 4 10 20 30

Email [general.enquiries@biglotteryfund.org.uk](mailto:general.enquiries@biglotteryfund.org.uk).

Central contact details:

1 Plough Place

London

EC4A 1DE

Tel: 020 7211 1800

[www.biglotteryfund.org.uk](http://www.biglotteryfund.org.uk)

### **Comic Relief**

Aims to tackle poverty and promote social justice. The current programmes are: supporting young people, fighting for justice, domestic abuse, refugees and asylum seekers and local communities.

5th Floor

89 Albert Embankment

London

SE1 7TP

Tel: 020 7820 5555

Email: [red@comicrelief.org.uk](mailto:red@comicrelief.org.uk)

[www.comicrelief.com](http://www.comicrelief.com)

### **Esmée Fairbairn Foundation**

Current priorities are the UK's cultural life, education, the natural environment and enabling people who are disadvantaged to participate more fully in society.

11 Park Place  
London  
SW1A 1LP  
Tel: 020 7297 4700  
Email: [info@esmeefairbairn.org.uk](mailto:info@esmeefairbairn.org.uk)  
[www.esmeefairbairn.org.uk](http://www.esmeefairbairn.org.uk)

### **Useful websites**

<http://www.fundingcentral.org.uk>

Register for a weekly update on new sources of funding, and funding news

[www.access-funds.co.uk](http://www.access-funds.co.uk)

Provides a comprehensive updated list of current funding information (including central government, EU and National Lottery).

[www.fundraising.co.uk](http://www.fundraising.co.uk)

Provides the latest funding news, publications, events, ideas for fundraising and links to funding sources.

[www.governmentfunding.org.uk](http://www.governmentfunding.org.uk)

Access to government grants

[www.grantsnet.co.uk](http://www.grantsnet.co.uk)

UK grants and funding information.

[www.grantsonline.org.uk](http://www.grantsonline.org.uk)

Provides information on grants from the European Union, UK government, the Lottery and grant making trusts.

[www.lotteryfunding.org.uk](http://www.lotteryfunding.org.uk)

A joint website run by all lottery funders in the UK. The website allow you to search for information on current funding programmes across all lottery grant makers.

### **Useful website for European Union (EU) funding**

<http://www.eisc Ltd.eu/>

For information on EU business funding.