Project Toolkit

How to bring a community project to life

LONDON BOROUGH OF RICHMOND UPON THAMES

Richmond CVS

empower - enable - involve

Contents

How to bring a community project to life

The Project Toolkit has been created to help you develop your community idea into a fundable project. This booklet is aimed at supporting individuals and groups interested in developing an idea. This toolkit provides advice and resources to help bring your idea to life.

Richmond's Voluntary Sector

There are over 750 voluntary and community sector organisations in Richmond upon Thames. This includes charities, unincorporated groups and other not for profit legal structures. They support local communities in a variety of ways from counselling for young people to helping people enjoy our parks and open spaces. Whatever you want to do locally it is worthwhile finding out what is already available and consider connecting with an existing group or activity. If you aren't sure where to start, then contact Richmond CVS to talk through your idea. They offer support and advice to the Voluntary Sector on how to develop project ideas and plan for future funding. More information is available on: www.richmondcvs.org.uk

Developing your idea

What are the aims and objectives of your project and what do you hope it will achieve? Try to summarise and describe your project in a couple of sentences. Think about the overall goal of the project and how your key objectives will make a difference.

For example, creating a community garden:

- **Goal/Aims** – to develop a community garden on a piece of derelict and unkept land.

- **Key objectives** - improve biodiversity and local ecosystems, teach older people and people living with disabilities horticultural skills and create a new community space to develop social interaction and connectiveness.

- **Project Summary** – to run 25 weekly sessions each lasting 3 hours for up to 25 older people and people living with disabilities living in Whitton. Sessions will provide beneficiaries with training and skills in horticulture as well as creating a new community space to develop social interaction and connectiveness.

Who will benefit?

Your project should impact the local community, and may benefit the wider community or target specific groups of people who will be the beneficiaries e.g. children and young people, people with learning difficulties or older isolated people etc. Describe who will gain from the project, how many people will benefit and the various ways it will make a positive difference for those people. You should consider the geographical location of your beneficiaries e.g. does the project benefit people in one Council ward, or across the wider borough.

For example:

Beneficiaries – older people and people living with disabilities living in Whitton.

Heatham House Skate Park
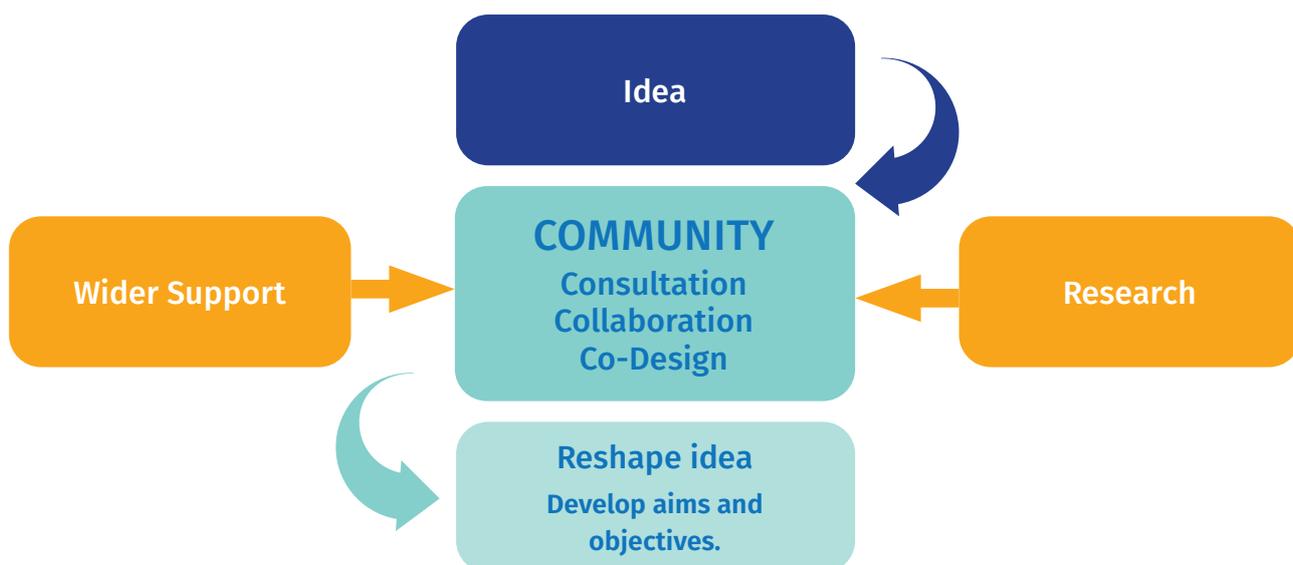
Community Consultation

Talking to the local community and beneficiaries about your project idea will help identify whether it is important to local people and establish the reasons why it is needed. Consulting, collaborating and co-designing your project with the community could reshape your priorities and develop evidence of support to share with funders. There are various ways you can do this at a grassroots level, such as:

· Running a pilot event
· Holding a focus group
· Hosting a public meeting
· Carrying out surveys (online and on paper)

The Community Research Toolkit from the Association for Research in the Voluntary and Community Sector (ARVAC) provides a framework for carrying out research and consultation.

Wider support

Speaking with a range of local stakeholders can develop opportunities to collaborate and learn from their experiences of delivering projects. For example, this could involve:

· Meeting with local voluntary groups and stakeholders e.g. Friends of groups, Resident Associations, faith groups and charities etc (Richmond CVS Voluntary Sector directory)

· Talking to the Council and with local Ward Councillors (Find your local Ward Councillor).
· Speaking with local advisory groups Richmond CVS, Habitats & Heritage, Sport Richmond or Arts Richmond.

Research

Further research can enable you to understand important issues that your project could aim to tackle. Resources to gather research from could include:

· DataRich which provides free access to local data for Richmond on a range of areas including: community safety, population deprivation, children and young people, environment, equalities, health & social care, economy, employment and housing.
· On The Edge Report is an independent report about the state of the Voluntary Sector in Richmond.
· Barnes An Analysis of Needs Report provides an in-depth look at the community's needs within Barnes.
· Office of National Statistics.
· Indices of Multiple Deprivation.
· Websites of national organisations that run similar projects.

Sheddington – Community Shed

Does my project require permission?

Some projects may need permission to proceed, and you should not assume obtaining permission will be easily achieved. Failing to obtain permission early on could stop your project going ahead or delay it significantly. There are many permissions to consider, and they will depend on the type of project you are proposing. Some types of consent may not be included on this list and will require your own research.

· **Landowner Consent** – you may need written permission from the landowner that they have given their permission for the project to go ahead. If the landowner is the Council, have you obtained permission from the relevant Council department? See the Council land and property assets register to identify Council owned land.

· **Third Party Consent** – are there other parties that you need permission from e.g. landlord, property management company, neighbouring properties, venue for hire etc.?

· **Council Permit** – you may be required to obtain a permit for delivering an activity in a park or open space owned by the Council, for example fitness training or small group activity sessions. This is to ensure the parks are protected and access is maintained. Applications for a permit can be made through the Council's website.

· **Planning Permission** – have you reviewed whether your project requires planning permission or needs to meet building regulations e.g. changing structures, building work, altering boundaries, conservation areas etc. Visit the Council's Planning website for further information.

· **Listed Building Consent** – is your project taking place on a site that has been placed on the statutory list of 'special architectural or historic interest'. Visit the Council's Listed Buildings website.

· **Event Permission** – have you obtained a Temporary Event Notice if licensable activities are to be carried out but are not already permitted under a premises licence or club premises certificate? E.g. sale of alcohol or regulated entertainment activities.

· **Film Permit** – if your project involves filming in a public place, you will need a permit which can be applied for through FilmRichmond.

Planning the project

Outputs and outcomes

From the information collected from your community consultation you should be able to formulate your project outputs and outcomes.

Outputs

List the things that you are going to do which you can count, for example:

- 25 weekly gardening and horticulture sessions, each with 20 participants
- Reclaiming 40m x 40m disused piece of land by clearing, cutting back overgrown plants and tidying the site
- Building 5 new planters and 1 greenhouse

Outcomes

List what differences your activity will make ensuring they are in-line with the priorities set out in your aims and objectives, for example:

- Improving biodiversity and local ecosystems
- Providing access to free organic food
- Reducing social isolation for older participants
- Developing gardening and cooking skills
- Improving physical and mental wellbeing, by being outdoors
- Creating a new community asset for local residents

Timescales

Project planning involves developing realistic timescales by setting out a series of key stages or milestones to achieve. Most projects are planned within a 12-month timeframe, or as a series of project phases if the project delivery is over multiple years. If you are applying for funding it is worth planning your milestones to correspond with when you will likely hear a decision on your funding proposal.

Example of project milestones for a community garden:

- Early January – Recruit new volunteers to support restoring the site
- January - clear the disused site and put on new topsoil and grass
- February – order and install new planters and a greenhouse
- March – launch the project and recruit participants (older people and people with disabilities)
- April - October deliver weekly horticultural and food growing sessions for participants
- November – evaluate the success of the project and apply to new funders
- December - project celebration event

Ham Street Mural

East Sheen Common Play area

ETNA Community Centre - Sensory Garden

Budget

The budget outlines in detail how much the project is going to cost in total, covering all the various expenditure items. Costings should be accurate and well researched, for example comparing price lists online or from retailers or by requesting formal quotes. If you apply for funding, funders will want to see that your budget is realistic and feasible, and they may ask for proof of how you researched it. Therefore, it is important to not use ballpark figures.

An example of a budget for a community garden could be:

Planters (2m length at £150 each) x 5:	£750
Compost (950kg at £80 each) x 2.5:	£200
Greenhouse:	£540
Gardening tools:	£200
Vegetable seeds:	£150
Volunteer expenses:	£60
Publicity (posters, leaflets):	£70
Refreshments	£30
	Total: £2,000

Many funders also want to see whether you will match-fund some of the costs. Match-funding is additional money towards the project, which could be a grant from another funder, income from your reserves or money from other fundraising activities. Additional resources can also take the form of in-kind match funding, which is non-monetary contributions such as volunteer time contributed to the project or donations of items e.g. use of a hall.

Volunteers

If the project is going to rely on volunteers you need to understand how you will recruit, support and manage them. Volunteers are giving their time, skills and effort to support your project. It is good practice to have a Volunteer Policy in place outlining how you will recruit volunteers with the skills needed for your project and set out your approach to volunteering, expectations of volunteers, your commitments towards them, and how to handle any issues or problems if they arise. You have a duty of care to both your beneficiaries

and to the volunteers and staff you involve, so you should therefore ensure safe recruitment and management of your volunteers.
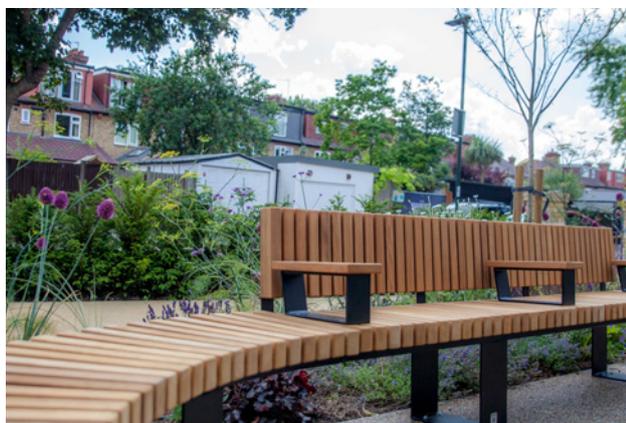
Richmond CVS provide a Volunteer Service for Richmond, offering guidance and resources for setting up volunteering, as well as a variety of training and the use of a platform for promoting volunteer opportunities. Also NCVO KnowHow provide numerous online resources on their Involving Volunteers webpage, offering step by step guides for developing your volunteer strategy.

COVID–19

Covid-19 has had a widespread impact and you should think about how your project will mitigate against the adverse impacts of the pandemic and help to rebuild our communities, such as by connecting people and finding new ways of supporting others.

You should consider how you are managing the risks posed by Covid-19 by following the latest Government advice and guidance and incorporating this into your project planning.

- UK Government Covid-19 Guidance
- Richmond Council Covid-19 Information

Monitoring and Evaluation

The project should be designed so you can review its success once your project ends to see if you achieved your goals, objectives, outputs and outcomes. You should capture your progress as you go, so that you can learn from it and use this to inform the continuation of the project or develop new ideas. Furthermore, funders will usually require you to submit a monitoring form to report on how successful their grant has been.

Read the Impact webpage on the NCVO KnowHow website for further guidance on developing a suitable monitoring and evaluation framework.

Sustainability and ongoing costs

Sustainability means planning how you will intend on raising funds to keep the project running after the initial set-up and delivery has finished, and how the project may adapt or change moving forward. Raising funds could include developing a fee-paying model, asking supporters to donate, introducing membership fees or applying to other funders for a grant.

You also need to consider whether there will be any on-going maintenance costs such as to structures on the site, equipment or upkeep. You should clarify who will be paying for these ongoing costs and will take responsibility for any maintenance required e.g. the responsibility of volunteers, the Council, another group or charity or the landowner etc.

ETNA Community Centre - Sensory Garden

Governance structure

When establishing your project, you should consider what governance structure will be put in place to oversee how the project is managed and run. You may want to consider becoming a constituted group, for example this could be a formal voluntary group, sports association, residents' association, Friends of group, Registered Charity, social enterprise or Community Interest Company (CIC). Alternatively, if the project is being led by an individual you may want to partner with an existing constituted group or organisation, who can take the lead with overseeing your project or holding grant funds on your behalf. However, individuals working with a partner organisation should consider having in place their own policies, procedures and insurance for managing and delivering the project.

To become a constituted group you will need a committee or board made up of members and a formal governing document such as a Constitution, Memorandum of Association or Articles of Association. If the group has an annual income of over £5,000 you should register as a charity with the Charity Commission which is a legal requirement (unless the group is already formally registered as a CIC or Limited Company).

To develop the appropriate governing structure for your project and create the relevant governing document you could consult with Richmond CVS who can provide comprehensive guidance and advice on this process. Please contact them on 020 8843 7945 or email action@richmondcvs.org.uk.

Further information and resources on governance can be found here:

- NCVO Knowhow – governance
- Charity Commission – setting up a charity
- NCVO Knowhow – setting up a charity
- NCVO Knowhow – writing a constitution

Intergenerational Music Making - Connecting through the years community hub

What financial information do I need?

The financial position of your project or group should be reviewed before looking to apply for a grant to fund the project. The majority of grant funders will ask for financial information for the last 12 months of operation, usually in the form of annual accounts or a profit and loss sheet showing income and expenditure. This also means being prepared to explain any irregularities if there are any.

If the project or group is entirely new, then you should create a realistic projection of what your income and expenditure will be over the next 12 months. For example, this could be money raised through a number of grants, donations or fundraising events. The expenditure would include the costs of your project, any ongoing maintenance, core costs and any other additional projects or work you are planning to do.

Radnor Gardens Café

Safeguarding

Everybody has a responsibility to safeguard and a duty of care to beneficiaries, and to the volunteers and staff involved in your project. Regardless of your level of interaction with children, young people and vulnerable adults it is likely that you will need policies proportionate to the level of risk, the activities you are delivering, and your interaction with the wider community. The following resources provide a useful starting point to understanding your responsibilities, and the considerations you need to include when planning a project. For advice and support with creating and writing safeguarding policies and procedures please contact Richmond CVS. The below resources can help you develop your safeguarding policies:

- Kingston and Richmond Safeguarding Children Partnership has a wide range of resources, advice, training and can offer support with writing and reviewing children and young people's safeguarding policies.
- NSPCC have a comprehensive set of free guidance and resources to support you at all levels of your child protection and safeguarding knowledge.

- Achieving for Children provide children's and young people's social services for the London Borough of Richmond, they also offer a Quality Assurance and Review Service.
- ThirtyOne:Eight provide support and advice across all aspects of safeguarding and child protection for faith groups and settings, and faith inspired charities.
- Richmond and Wandsworth Safeguarding Adults Board provide a range of information, resources and training relating to safeguarding adults in Richmond.
- The Ann Craft Trust provides safeguarding advice and information for all aspects of service delivery including policy and procedures with a specific focus on adults at risk and a dedicated section on safeguarding adults at risk in sport.
- ADASS Association of Directors of Adult Social Services also provide resources that can be useful for developing adult safeguarding polices.

Additional resources:

- Safeguarding and volunteers - NCVO KnowHow
- Getting Started with Criminal Record Checks - NCVO KnowHow
- Safe Delivery of Online Services - RCVS Resource Sheet
- Safeguarding for Volunteer Managers - NCVO KnowHow
- Enabling Safe and Effective Volunteering During the Coronavirus – Government Guidance

Reporting incidents and concerns

Everyone has a responsibility to report safeguarding incidents and concerns to either the Safeguarding Lead within your group/organisation or directly to the Local Authority. Below is the safeguarding reporting information for the London Borough of Richmond upon Thames:

Children and Young People:

- If you think a child or young person is in immediate danger call 999.
- To request support, or to report a concern about a child or young person; from 8am to 5.15pm, Monday to Thursday, and 8am to 5pm on Friday call 020 8547 5008, or out of hours phone 020 8770 5000.
- Visit the Single Point of Access website for further information.

Vulnerable Adults:

- If an adult is in danger first ensure they are safe. If emergency help is needed dial 999.
- If you know someone who you think is at risk, or has been abused, then it is important to get help. You can report your concerns to the Adult Social Care team by completing their online form.
- Visit the Report Adult Abuse website for further information.

Safeguarding Training

As a minimum you should undertake safeguarding training if you are delivering and managing the project. Anyone involved in the project e.g. volunteers, Trustees should be encouraged to undertake safeguarding training as well. There is free training available within Richmond, along with more specialised safeguarding courses:

- Free online training for Safeguarding Children Level 1 provided by Kingston and Richmond Safeguarding Children Partnership.
- Richmond Council has an online Training and Development Portal offering free e-learning in Safeguarding Adults (1 hour introductory level), Safeguarding Adults: Level 1 (Healthcare Services) and other topics.
- Achieving for Children offer a range of training and courses on safeguarding including for workforce development, visit their training portal.

The Purple Elephant Project - Play Therapy Garden

The Wild Mind Project - Nature-based creative activities

Other Policies and Procedures

Risk Assessment and Health and Safety Policy

You should carry out a risk assessment for your project to ensure it is safe and to mitigate against any hazards. The risk assessment should complement a Health and Safety Policy that outlines the obligations and procedures for protecting volunteers, staff and the people you work with.

For example, if you are running a gardening project you would want to risk assess the likelihood of injuries from tools, allergic reactions from plants and bugs, slips and trips from uneven ground etc.

- How to carry out a risk assessment - NCVO KnowHow
- Health and Safety Polices - NCVO KnowHow

Data Protection (GDPR)

It is important to manage the data of your beneficiaries and volunteers (as well as staff) in line with the General Data Protection Regulation (2018). This includes thinking about how you use people's personal data, how you store it, who is responsible for overseeing it and how you ensure people have ownership over their data. How you manage people's data should be open and transparent.

- Understanding data protection - NCVO KnowHow
- Writing a data protection policy and procedures - NCVO KnowHow

Equality and Diversity

Your project should be open and inclusive to all people with protected characteristics and should not discriminate on the basis of age, disability, race/ethnicity, religion or belief, sex, sexual orientation, gender re-assignment, maternity, marriage and civil partnership. This is a requirement by law under the Equality Act 2010. You should consider how you actively engage people with protected characteristics or those groups of people who may be 'hard to reach', such as those from low income backgrounds or who face isolation. Developing an equality and diversity policy can help create a framework for making your project more inclusive and prevent discrimination.

- Equality and Human Rights Commission

Ham Youth Centre - Gaming Lounge

Real Junk Food Proejct

Insurance

Having the relevant insurance is important to consider when delivering your project in case something goes wrong. This may mean obtaining Public Liability Insurance to cover your activities. It is recommended to do some research to see whether this would be appropriate for your project. Other types of insurance to consider include Employers Liability Insurance and Trustee Indemnity.

- Charities and insurance - Charity Commission
- Insurance - NCVO KnowHow

Getting Expert Advice

Richmond CVS

offers advice and support to community organisations on how to develop project ideas and plan for future funding. They can provide direct support with helping you set up your community project including developing a governance structure, safeguarding, finances and project planning. RCVS also deliver a funding advice service offering a 'fresh pair of eyes' for reviewing grant applications or providing tailored advice on funding sources. To access this help please call 020 8843 7945 or email action@richmondcvs.org.uk.

Habitats & Heritage

provide specialist strategic support to the environmental voluntary sector within Richmond, helping residents and groups to care for the local landscape, wildlife, ecosystems and heritage. They offer support for setting up environmental initiatives such as Friends of Parks groups, restoring and enhancing green and urban spaces and involving volunteers in environmental projects. To access this help please call 07860 878462 or email hello@habitatsandheritage.org.uk.

Other advice and support available:

- Sport Richmond offer advice and resources to clubs, voluntary sports organisations and athletes to promote sport and physical recreation.
- Arts Richmond represents the voluntary arts sector in the borough, supporting groups to promote and offer local arts and cultural activities.
- Richmond Council Voluntary and Community Sector pages provide information about other support and funding available for the voluntary and community sector in the borough.
- NCVO and NCVO KnowHow champions the voluntary sector nationally by connecting, representing and supporting voluntary organisations, including providing expert support and advice.
- Richmond Business Hub provides an online portal of resources support, advice and guidance which is useful for social enterprises.
- Richmond Council Business pages offer further information available for businesses within Richmond which is useful for social enterprises.

For advice and support from Richmond Council, please contact:

Voluntary Sector Team

Email: voluntarysector@richmondandwandsworth.gov.uk

Call: 020 8831 6297 or 020 8487 5259

Community Engagement Team

Email: communityconversations@richmond.gov.uk

Call: 020 8831 6351

Church Street Chess set

Applying for funding

When applying for funding remember to read the criteria fully before applying to make sure you are eligible for the fund.

Richmond Council Funding Programmes:

- The Local Area Fund offers funding to support community driven projects to improve the quality of life and wellbeing of their local ward communities.
- The Civic Pride Fund offers funding for projects in Richmond upon Thames which benefit local people and those who work in the borough.
- The Active Richmond Fund offers funding for projects which promote an active lifestyle for adults in Richmond upon Thames, improving health and wellbeing.
- The Community Fund allocates funds collected from the Community Infrastructure Levy to spend on local priorities which address the demand that development places on an area.
- The Town Centres Opportunities Fund provides funding to help businesses and groups maintain and grow the vitality of the Borough's town and village centres.

Local Funders in Richmond

- Richmond Parish Lands Charity supports not-for-profit groups and start-ups who are addressing local needs and issues across Richmond (postcodes SW13, SW14, TW9 and TW10).
- Hampton Fund supports voluntary organisations to support people in need within Hampton, Hampton Hill, Hampton Wick, Teddington, Twickenham and Whitton.
- The Barnes Fund supports voluntary organisations located in the "Ancient Parish of Barnes", which corresponds with postal area SW13.
- Richmond Civic Trust supports organisations who aim to improve the environment, facilities and/or physical character of the London Borough of Richmond upon Thames for the benefit of the local community. The fund is managed by the London Community Foundation on behalf of Richmond Council.

Finding other funding sources:

- Richmond CVS Newsletter provides regular updates on funding opportunities available within the Borough of Richmond.
- London Community Foundation lists an overview of grants available in Richmond
- Charity Excellence Framework offers a free funder database and resources to search for different grant funds available.
- My Funding Central provides free funding search tools for organisations with an annual turnover of less than £30,000.
- 360 Giving publishes data from grant funders online, providing a database of grants and projects to search for.
- London Sport provide a free funding search tool specific to sports groups across London.

Crowdfunding is a way of fundraising by asking a large number of people each for a small amount of money via an online platform:

- Habitats and Heritage Crowdfunding platform provides a dedicated site to fundraise for environmental, community and heritage projects across south and west London.
- Other crowdfunding platforms include: Crowdfunder, Spacehive, Kickstarter and Just Giving
- Information on how to set-up a Crowdfunding campaign: RCVS crowdfunding resource

Turner's House Trust - Interpretation panels

Top Tips for writing a grant application:

- Check you meet the criteria
- Read the guidance notes (twice!)
- Keep within the word limits
- Write clearly and concisely
- Use succinct and short sentences
- Answer the question
- Evidence consulting with the community and stakeholders
- Demonstrate the need for the project
- Show understanding of beneficiaries
- Demonstrate strong impact, outputs and outcomes
- Ensure the costs and budget is well researched
- Highlight sustainability
- Allow plenty of time
- Check the deadlines and assessment timeframe
- Have a fresh pair of eyes look at your proposal

Contact Details

Richmond Council Voluntary Sector Team

Email: voluntarysector@richmondandwandsworth.gov.uk

Call: 020 8831 6297 or 020 8487 5259

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