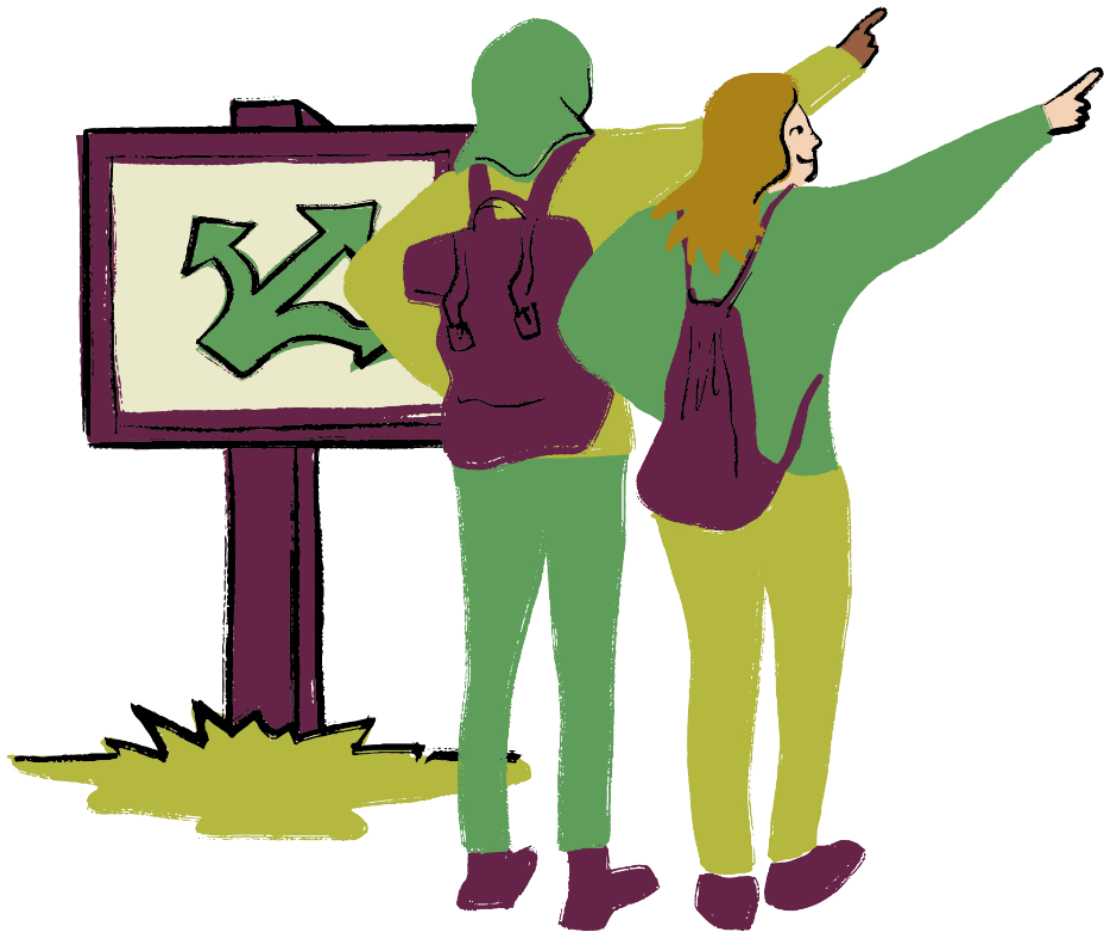


Guide 1. for Lancashire community groups: STARTING and FUNDING a group to deliver nature projects



The Wildlife Trust for
**Lancashire
Manchester &
North Merseyside**



University of
Central Lancashire
UCLan

The purpose of this resource is to get community, voluntary, faith and farm sector organisations ready for community nature projects. It is a resource to constantly refer to and considers:

1. Good governance
2. Jargon busting: aims, outcomes and outputs
3. Evidencing need
4. Business plan
5. Income generating including likely funders

Special thanks to Cheshire to Lancashire Natural England colleagues, Sam Pywell UCLAN and Rhoda Wilkinson Lancashire Wildlife Trust.

Terminology

Voluntary, Community, Faith Social Enterprise (VCFSE) Sector – also known as the third sector with private and public sectors being the other two.

eNGO Environmental Non-Government Organisations is a catch all for environmental charities e.g. the Wildlife Trusts, Rivers Trusts and Groundwork.

Co-production is not just a word, it's not just a concept, it is a meeting of minds coming together to find a shared solution. In practice, it involves people who use services being consulted, included and working together from the start to the end of any project that affects them.ⁱ



Social prescribing – sometimes referred to as community referral – is a means of enabling GPs, nurses and other health and care professionals to refer people to a range of local, non-clinical services. Recognising that people's health is determined primarily by a range of social, economic and environmental factors, social prescribing seeks to address people's needs in a holistic way. It also aims to support individuals to take greater control of their own health.

Green / Blue / Nature-based Social Prescribing (with the short-hand GSP) brings about opportunities for

communities to get involved in their natural environment usually greenspaces and waterbodies. This could include activities such as walking, cycling, community gardening and food-growing projects, and practical conservation tasks such as tree planting. For people who need help to get involved this could include supported visits from link workers to local green spaces, waterways and the coast, and other outdoor activities to reduce isolation and loneliness.ⁱⁱ

Link workers - There are many different models for social prescribing, but most involve a **link worker** referrer who works with people to access local sources of support.ⁱⁱⁱ The [NHS Long Term Plan](#) commits to significantly expanding the number of social prescribing link workers in primary care. Social prescribing ^{iv}and community-based support enable GPs, other health and care practitioners and local agencies to refer people to a link worker who gives people time and focuses on what matters to the individual. Link workers are sometime across a Primary Care Network (PCN) which typically comprises of 30,000-50,000 patients and GP surgeries joined together.

Green Community Hub a concept championed by Natural England and pioneered by Groundwork. Green community hubs are natural, outdoor spaces that are activated as a base for community activities. They might be community gardens, parks, nature reserves, or even just a small pocket of land on a housing estate. The www.northernnetwork.org is an example of bringing them together as a movement. All Lancashire green providers are welcome to become a GCH and appear on the map.

1.. GOOD GOVERNANCE

Whilst beyond the scope of this guide, your group will need to be **constituted with good governance procedures** to receive grants and / or gain commissions.

Some providers will only award to registered charities www.gov.uk/setting-up-charity which are generally considered by volunteers to be onerous in term of administration.

Other providers are willing to award to not-for-profit social enterprises: e.g.

- Community Interest Companies (CIC)
www.gov.uk/government/organisations/office-of-the-regulator-of-community-interest-companies
- Charitable Incorporated Organisations (CIO)
www.gov.uk/government/publications/charitable-incorporated-organisations/practice-guide-14a-charitable-incorporated-organisations
- and unincorporated associations.



In your group will be required to have some form of executive board of people who are not related / married / romantic partners.

There are two national bodies that are key to the VCFSE sector.

NAVCA (National Association for Voluntary and Community Action) is the only national membership body specifically for local sector support and development organisations (also known as local infrastructure) in England. <https://navca.org.uk/>

NCVO (National Council of Voluntary Organisations) is the largest membership organisation for the voluntary sector in England. With almost 17,000 members, NCVO represents all types of organisations, from large 'household name' charities to small voluntary and community groups involved at the local level. We are also the lead body for volunteering in England. www.ncvo.org.uk

NCVO has produced a series of helpful guides. <https://www.ncvo.org.uk/help-and-guidance>

- Setting up
- Governance
- Involving volunteers
- Funding and income
- Strategy and impact
- Safeguarding

Please seek tailored advice from your local CVS (or equivalent) around governance.

- Lancashire Volunteer Partnership <https://lancsvp.org.uk/> have a directory of opportunities and runs out of Preston and seems to cover Chorley and South Ribble.
- Lancaster District CVS <https://lancastercvsv.org.uk/>
- Blackpool, Wyre and Fylde <https://volunteercentrebwf.org.uk>
- Blackburn with Darwen www.communitycvsv.org.uk
- Hyndburn and Ribble Valley CVS <https://hrvcvsv.co.uk/>
- Burnley, Pendle and Rossendale CVS <https://bprcvsv.co.uk/>
- West Lancashire CVS <https://www.wlcvsv.org/>

Lancashire and South Cumbria VCFSE Alliance (as part of the Integrated Care Partnership)
www.healthierlsc.co.uk/VCFSE

2.. JARGON BUSTING: AIMS, OUTCOMES, OUTPUTS

Success = Delivery of outputs in line with the budget leading to intended outcomes.

Terminology can be confusing and may include terms like “objectives”, “targets” and “needs”. The definitions here are generally understood by most funders but always use the terms that funders describe in **their guidance** so you have shown that you have read them. Many of these terms are linked to “Theory of Change”^v frameworks to support you through step by step.


Aim

What is the dream? What will success look like if it is achieved? Here is a fictitious example:

‘Our Green Social Prescribing (GSP) offer will be available to all members of the community, no matter what barriers they face. Five years from now Joe Bloggs Community Garden will get regular referrals from General Practitioner (GP) surgeries and members of the community self-referrals. These people will have a positive experience and improved health outcomes. By word-of-mouth we will gain a good reputation as a hub for improving the five ways to wellbeing and enhancing nature connection in our local community.’

Outcomes

- Outcomes are the changes required to deliver the aim, thereby meeting the needs of the project. Outcomes are the downstream consequences, and these suggested ones are taken from the NHS website.^{vi}



GSP will in the local area:

1. improve mental health outcomes
2. reduce health inequalities
3. reduce demand on the health and social care system
4. develop best practice in making activities more resilient and accessible.

Whilst it can at times feel like a frustrating process and easier to go straight onto the outputs, outcomes need to be achieved through a consensus in the group. They are indicative of the culture of the organisation. If the “healthy boundaries” are not agreed at the outset this is where problems can arise later. The outcomes have to become SMART via the outputs.

S	Specific	Clearly defined.
M	Measurable	If it cannot be measured it will be difficult to assess
A	Achievable	Given time period, resources allocated, funding, local conditions, permissions
R	Relevant	Outputs and outcomes marry up
T	Time bound	

Outputs

These are the day-to-day things you deliver whose impact will achieve the outcomes. Funders will look at these and weigh up if they are getting good value for money. Personal health budgets (see section 6) for GSP may mean that some outputs will need to be “person-centred” and tailored to individual beneficiaries.



Outputs for the *Joe Bloggs Community Garden*:

1. To improve 100m² of community gardens to grow fruit, herbs and vegetables as a GSP project.
2. To co-produce with the landowner, partners and the community including offering a fully insured service where mentor volunteers are fully first aid and mental health first aid trained.
3. Run sessions that GP Social Prescribers / link workers can refer every Tuesday
4. Offer 30 opportunities per year.
5. Monitor individual wellbeing through
 - Reflective practice (Five-ways-to-wellbeing)
 - Nature Connection (Derby University scales adapted for use by Natural England in the People and Nature Survey)
 - Wellbeing Scales (Office for National Statistics Wellbeing 4)
6. Evaluate the beneficiaries “general experiences” through monitoring statistics, including early dropout rates (people voting with their feet) and qualitative techniques of case studies, interviews including social media film.
7. Work towards financial self-reliance from having a “commissionable” service from Integrate Care Systems (ICS) Personal Health Budgets (PHB) and in the meantime, look at grant funding opportunities to tackle barriers to nature.

General management checklist

Tick or cross

With our group

- ☐ We have our policies, procedures and insurance in place (see **Business Plan** below)
- ☐ We aim to be sustainable and self-reliant
 - ☐ Environmental – ensure we have the lightest footprint and consider climate and wildlife.
 - ☐ Social prescribing checklist by Dr James Fleming [Making sense of Social Prescribing \(westminster.ac.uk\)](http://westminster.ac.uk)
 - ☐ Cultural – ensure we enhance local culture.
 - ☐ Educational – information available freely to everyone
 - ☐ Accessible and Reproducible – the model we use can be copied
 - ☐ Financial – we can meet costs or scale back past the funded period.

About the individual project

- ☐ The aim is good
- ☐ The outcomes are good
- ☐ The outputs are good
- ☐ We consult widely (see **Evidencing need** below)
- ☐ We can influence policy makers datasets
- ☐ We have the correct General Data Protection Regulation (GDPR) and Data Ethics
- ☐ We have enough people hours
- ☐ We need to bring in additional skills to progress
- ☐ We need to bring in external partners to progress.

This may lead to loss of control. Is your management structure supportive of that? For example, can you work under the wing of another organization?

- ☐ The project been properly costed including contingency
- ☐ We can manage cash flow if funds are paid in arrears

Staged management – since no one person has all these skills, can you identify the people in your group who will support the different stages?.

- ☐ **Foundation phase** – pioneering, enthusiasm building and persuasion.
- ☐ **Development phase** - fundraising, financial management, project management, communication (comms) and marketing and monitoring and evaluation skills potentially test piloting.
- ☐ **Longer term delivery phase** – same as development phases but also keeping relevance, maintaining interest, more mundane tasks like maintenance and regular fundraising.

Difficult decisions might need to be made in relation to changing the personnel on managing groups and bringing in (specialist) help from outside of the community which may mean some loss of control. Larger projects inevitably need highly skilled multi-disciplinary teams and financial management personnel. It may be considered too much for volunteers who are possibly find this stressful and are actually looking for something pleasant e.g. time in nature, enjoyment and company.

3.. EVIDENCING NEED

Co-produced for local ownership

Co-production is not just a word, it's not just a concept, it is a meeting of minds coming together to find a shared solution. In practice, it involves people who use services being consulted, included and working together from the start to the end of any project that affects them.^{vii}

The NHS definition is similar

Co-production is a way of working that involves people who use health and care services, carers and communities in equal partnership; and which engages groups of people at the earliest stages of service design, development and evaluation.

Further reading at **Demystifying Integrated Care: A Handbook for Practice**

www.uk.elsevierhealth.com/demystifying-integrated-care-9780323930758.html



eNGOs prefer to avoid “parachuting in”. They want to support groups and projects that germinate and are rooted in the local community. Otherwise, when the eNGO support is withdrawn the project flops.

When professional eNGOs support local community generated ambitions, then voluntary and social enterprise projects can continue for decades.

Most communities and indeed individuals are complex, with many interest groups, often incorporating a range of views on local issues. Because of this, effective and inclusive co-production takes time.

Funders don't like the idea that you assume that you know what's best for your beneficiaries. They want to see that your beneficiaries have been fully involved in shaping the project. It is also important to be realistic with expectations. Local communities easily become disheartened if, as a group, you build expectations, have endless meetings and then do nothing.

Even if you are doing this as a volunteer, there should be the expectation that if you personally have an idea, then you should carry out any drudgery associated with that idea e.g. doing all the things funders require writing bids, getting all the information together, delivering flyers in the rain etc. There are no magical volunteers who are going to appear out of nowhere to do the difficult jobs. There is never any shortage of “blue sky thinking” within groups, what makes projects happen are the “doers” especially with the difficult jobs. If a task feels unfamiliar or uncomfortable then that is where social change is most likely to happen.

Placed-based

Place-based partnerships typically involve the NHS, local government and other local organisations with responsibilities for planning and delivering services, such as VCFSE and social care providers.

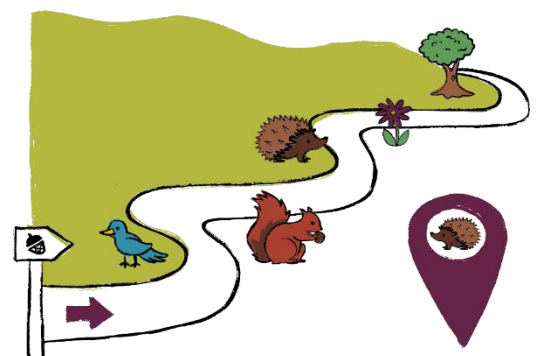
Making a “Sense of Place” is the sum of physical and intangible aspects that make places unique. Whilst working predominantly with the concept of outdoor ecomuseums, Gerard Corsane^{viii} has created a broad set of criteria to enable places to thrive. These are adapted for community nature projects to double as an inspirational checklist so that you know your group is progressing to become embedded in the local area.

- ☐ **Stakeholder democracy and co-production**
initiated and steered by local communities and allows for public participation from all stakeholder groups in co-produced decision-making.
- ☐ **Shared vision and resources of partners**
- ☐ **Promotes heritage conservation** (natural and man-made)
- ☐ **Research at multiple levels**
including local schools and academic institutions and uses a wide range of approaches.
- ☐ **Ongoing archive / heritage documentation**
looks at continuity and change over time rather than freezing things in time allowing for change and development for a better future
- ☐ **Responsible ecotourism through nature corridors**
access for all, first experiences in nature, where people don't accidentally cause damage to wildlife known as recreational disturbance
- ☐ **Network with a central meeting point**
- ☐ **Holistic approach to storytelling in the landscape**
including wellbeing, educational experiences, guided walks, events, communications, formal interpretation boards.
- ☐ **Culture collaboration** with crafts people, artists, writers and poets
- ☐ **Income generation**
so the project can continue indefinitely.

EAST Framework

To encourage community leaders to take action for nature www.bi.team/publications/east-four-simple-ways-to-apply-behavioural-insights/ and by extension boost people's wellbeing you can use the acronym EAST. Community-nature-interventions need to be:

- ☐ **Easy**
Support decision-making by making the choice of 'what to do' easy.
Reduce the 'hassle factor'
- ☐ **Attractive**
Frame messages that attract “gateway” community leaders
Amplify the benefits to create a sense of ownership.
- ☐ **Social**
Showcase what others are doing.
Use the power of networks.
- ☐ **Timely**
Prompt leaders when receptive.
Create relevance to leader's goals



Being inclusive and appreciating your beneficiaries

Wider determinants of health as outlined in [Fair society, healthy lives : the Marmot Review : strategic review of health inequalities in England post-2010](https://www.gov.uk/government/consultations/fair-society-healthy-lives-the-marmot-review). - GOV.UK (www.gov.uk)

- ☐ giving every child the best start in life
- ☐ enabling all people to maximise their capabilities and have control over their lives
- ☐ ensuring a healthy standard of living for all
- ☐ creating fair employment and good work for all
- ☐ creating and developing healthy and sustainable places and communities.

Endorsement and participation by all in the community in your project is a basic principle of GSP. Therefore, it is important to understand the barriers individuals face to achieving their goals and whether we can collectively work to address these barriers.


Protected Characteristic under the Equalities Act 2010



- ☐ age,
- ☐ disability,
- ☐ gender reassignment,
- ☐ marriage and civil partnership
- ☐ pregnancy and maternity,
- ☐ race,
- ☐ religion or belief,
- ☐ sex,
- ☐ sexual orientation.

AND / OR additional examples of isolating factors (not intended to be exhaustive)

- ☐ low income,
- ☐ health problems (physical & mental),
- ☐ poor housing or homelessness,
- ☐ poor literacy skills,
- ☐ family / friend / peer relationships,
- ☐ caring responsibilities,
- ☐ living remotely (e.g. no public transport),
- ☐ bullying and harassment (e.g. workplace, hate crimes),
- ☐ substance misuse,
- ☐ those causing issues for others with anti-social behaviour e.g. scrambler bikes



Some people may be under-represented whereas others may shout the loudest. There will always be a need to balance these two competing interests. Inviting interested parties, especially those experiencing protected characteristics will give important insights. These are sometime called “sounding boards”. Sounding boards can be “themed” for example the NHS regularly uses sounding boards made up from a wide cross section of people fully reflecting the age, ethnic, gender, socioeconomic and health diversity of the people living in communities. They want to build a Sounding Board that encompasses a broad range of life experiences.

Tick or cross

With our group we know





- ☐ our audience and / or beneficiaries through volunteering, surveys and / or sounding boards
- ☐ how those community needs have (or have not) been **met in the past**
- ☐ how those community needs have (or have not) been **met currently**
- ☐ what would prompt our audience to use our service over another one

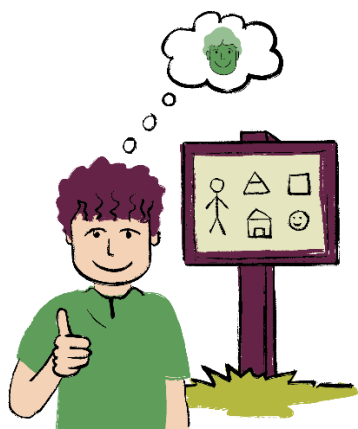
Access audit

An early approach sounding board is doing a physical “access audit” of your greenspace / project where you get a group of adults, living with varying levels of disability, to test the space and give your group their opinion. You could approach a local disability provider / care company to see if they would help. If we get our greenspaces appropriate for the most profoundly disabled people in our society we get them appropriate for everyone and this is the true nature of “access for all” which should aim to include toilet facilities with hoists.

This [drop-box link](#) has a sample access audit used in Greater Manchester which was project managed by a student living with disabilities with co-design elements from many more people with different disabilities. If there are any issues with the drop-box contact jenny.griggs@naturalengland.org.uk

In addition, the dropbox also has 56 free images of people doing inclusive nature activities which are available for free under a creative commons license so that you could use them for posters etc.

Wheelchair accessible boardwalk?		<input type="radio"/> Yes <input type="radio"/> No
Wheelchair accessible pond dipping platform?		<input type="radio"/> Yes <input type="radio"/> No
Wheelchair accessible bird hide?		<input type="radio"/> Yes <input type="radio"/> No
Quiet zones for neurodiverse people?		<input type="radio"/> Yes <input type="radio"/> No



Additional access resources

[Guide to British Standard for Gaps Gates and Stiles BS5709:2018](#)

[Green Space Hack map](#)

[Sensory Trust access standards](#)

[Sensory Trust outdoor accessibility guidance](#)

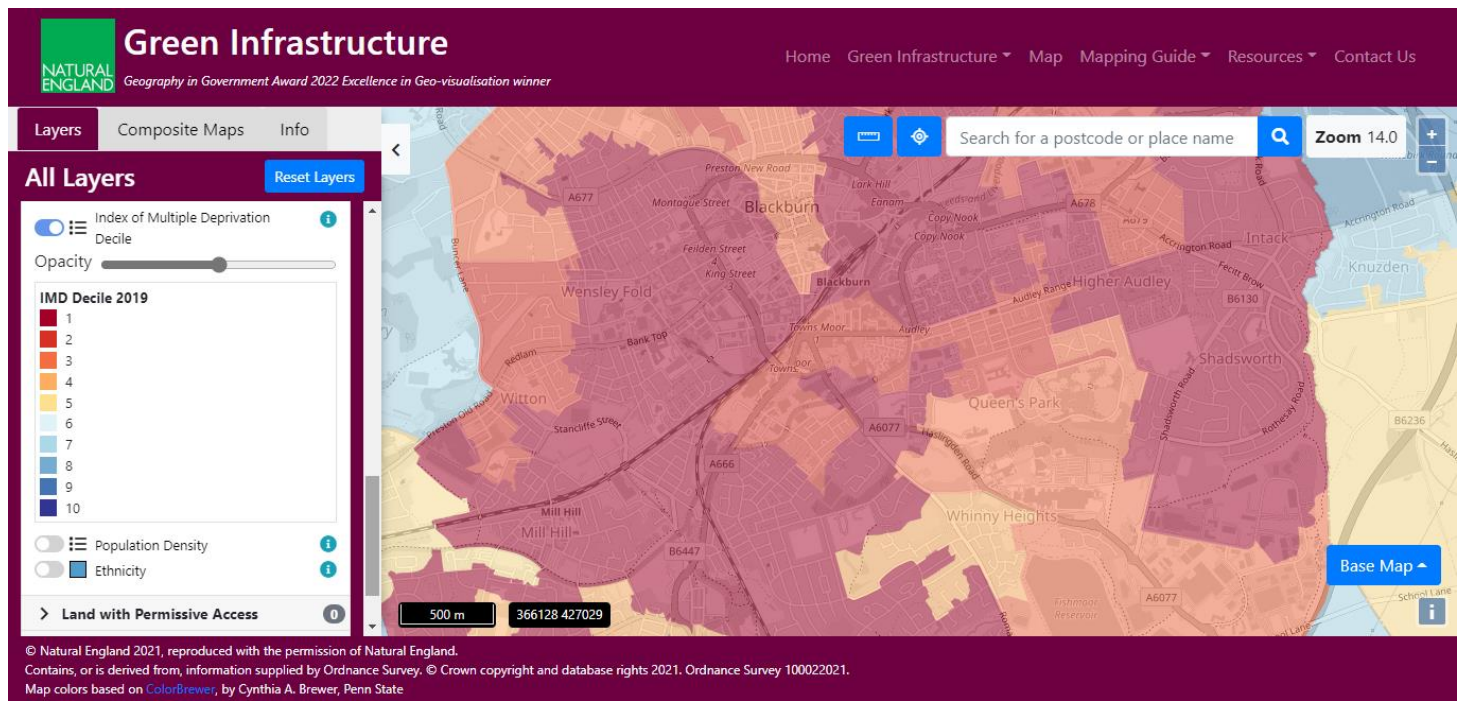
[Sensory Trust - By All Reasonable Means advice \(England, August 2020\)](#)

Desktop research

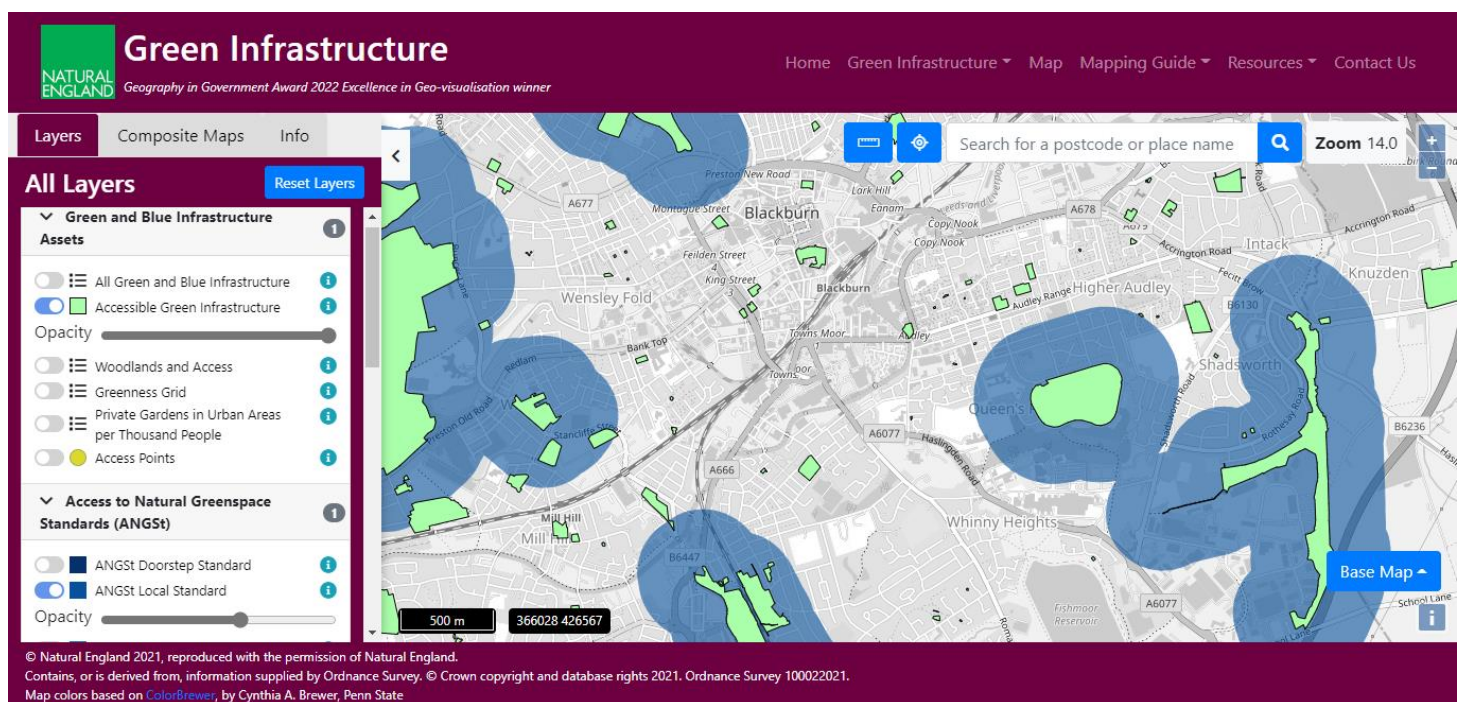
The Green Infrastructure free mapping tool

<https://designatedsites.naturalengland.org.uk/GreenInfrastructure/Map.aspx>

is particularly useful for looking at Index of Multiple Deprivation (IMD) communities. This example is from Blackburn with the dark red showing decile 1 IMD.



This is the same map showing where greenspace is lacking (everything outside of the greenspace or blue buffer) using the Access to Natural Greenspace Standards (ANGST) Local Standard. This should be seen as a starting point and may still require ground truthing by local residents who know the area.

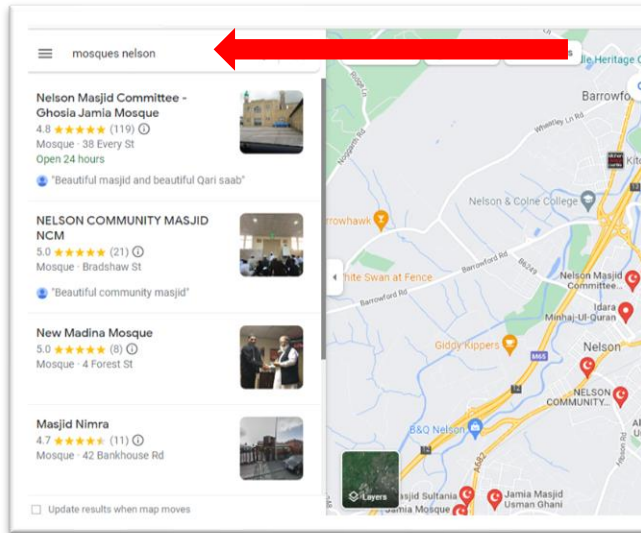


Desktop research alone is not sufficient to inform a high-quality project. It is worth talking with likeminded organizations and beneficiaries. Invite everyone and then see who takes up interest sometimes known as the “coalition of the willing.”

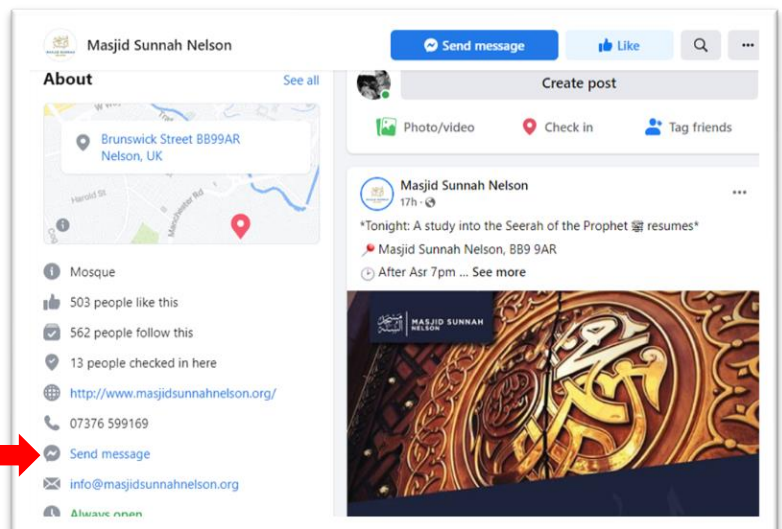
Consider joining The Future NHS Collaboration Platform <https://future.nhs.uk/about> which is a free online platform from the NHS, helping the health and social care sector connect and collaborate including chat boards and seminars.

Your local area may have a “green directory” of likeminded groups. This is an aspiration of <https://www.northernnetwork.org/green-map-of-the-north/>
Here is an example of a local directory <http://www.lancastergreenspaces.org.uk/groups.html>

You can also carry out searches using google maps e.g. “Nelson mosques” is used in this example.



The easiest way to find emails and phone numbers is via organization’s facebook page.



Some groups e.g. farmers are unlikely to be on facebook and you may find them via yellow pages and cross referencing with Companies House www.gov.uk/get-information-about-a-company

Listening events and surveys



One of the easiest ways to get local people’s opinions about your ideas is to invite them to your project or hire a community room with an open invite. However, the reality is that only motivated people e.g. “the usual suspects” may attend. It is important for you to listen to diverse voices and especially those voices that are “seldom heard” because of having a legally protected characteristic and / or living with isolating factors. The best way to do that is to go to where they are already.

There are safeguarding considerations when door-to-door knocking, and it is more favourable that you do that in pairs and put a note through the door on a prior occasion so that you are expected.

Group	Technique
Local residents	<input type="checkbox"/> Door to door knocking <input type="checkbox"/> Face-to-face interviewing <input type="checkbox"/> Flyers advertising an internet survey <input type="checkbox"/> Public meeting
Greenspace users	<input type="checkbox"/> Face-to-face interviews on a site or at an event. Parents are good to consult whilst children are doing a craft activity. <input type="checkbox"/> Public meeting
Community groups	<input type="checkbox"/> Invite to a focus group <input type="checkbox"/> Invite to internet survey include Friends Groups, local charities, youth groups, churches, neighbourhood teams, Tenant & Resident Associations
Interest groups	include heritage and history societies, naturalists, ramblers.
Elected Representatives	<input type="checkbox"/> Attend the surgeries of parish, district or county councillors
Organisations working with those with protected characteristics	<input type="checkbox"/> Arrange a face-to-face meeting. These are often an excellent recruiting ground for volunteers. They will have already have the contacts in place. The beneficiaries of these organisations may not have the confidence to attend public meetings but could have their own focus group.
Businesses	Especially if they are managed by local residents they are often happy to support their local greenspaces.
"Non-joiners" not represented above	Internet surveys or public meeting publicised on social media and by posters in local venues e.g. libraries, news agents, local stores, takeaways, community settings.
If a group doesn't engage that is also absolutely fine. It may form evidence to counteract any problems in the future. The key element is that they are offered the opportunity.	

Sample questions for focus groups / and or internet questionnaires

All questions need to be relevant so it is good to think about how you will make use of the answers as meaningful data to inform decision making. You also do not to bore by asking similar questions that essentially have the same answers. Any more than ten questions in surveys people may bail out.

With focus group record the conversation for subsequent writing up. Mobile phones often have recorders.

Baseline

- ☐ Why do use the project / site? [give options]
- ☐ What do you like about the project / site?
- ☐ What do you dislike about the project / site?
- ☐ Are there any transport / access issues?
- ☐ How far are you willing to travel?

Future ambition

- ☐ Would you like to see "X" happen? [give options]
- ☐ What could prevent "X" from happening? [give options]
- ☐ What support are you personally able to give the project?
- ☐ Which groups should we consult?

Catch all

- ☐ Any other comments



Analyze the feedback honestly especially if the consultation tells you different from what you were hoping to hear. Internet surveys with over 50 responses can be useful for collecting data for funders e.g. *87% said they would support Joe Bloggs Community Garden*. However, the key qualitative data that will inform your future project management will come from focus groups especially where members of that group have also committed to actions.

It may be worth considering partnering with a university or research organization, as they may have research time in their contracts. Opportunities for this will be highlighted through the “Community sub group” of the Lancashire Local Nature Partnership.

4.. BUSINESS PLAN

Executive summary

This is a summary of the entire plan. It should be completed as the last job but placed at the beginning to explain the headlines and 'wow factor'.

Organisation

- ☐ Legal structure
- ☐ Values and how they are lived out
- ☐ Stakeholders
- ☐ Influence over policy makers (if any)

Management Structure

- ☐ Clear structure e.g. do you have an organogram
- ☐ Senior People Support
- ☐ Style of leadership management

Personnel

- ☐ Staff
- ☐ Volunteers
- ☐ Learning and Development systems

Track Record

- ☐ Expertise
- ☐ Knowledge / Qualifications
- ☐ Quality Assurance Awards
- ☐ Future aspirations



Describe the project

- ☐ In line with Constitution / Articles of Association / Charitable Objectives?
- ☐ Background
- ☐ Aims, outcomes and outputs (see above)
- ☐ Evidencing Need

The Market

In addition to Evidencing Need

- ☐ Does the future market actually exist or rely on external forces?
- ☐ Where is your competition?
- ☐ What opportunities and threats do they present for you?

Marketing (Communications e.g. social media and events)

- ☐ We tell the public or interested groups about our project (See **Communications and Events** below).

Partnerships

- ☐ Working in partnership
- ☐ Scaling up through partnership.

However, you need to be very clear about your boundaries. Don't ever exaggerate or allow yourself to be sidelined.

SWOT Analysis

https://en.wikipedia.org/wiki/SWOT_analysis

- ☐ Unique Selling Points (USP)
- ☐ Strengths
- ☐ Weaknesses
- ☐ Opportunities
- ☐ Threats

Operations and logistics

- ☐ Suppliers
- ☐ Equipment
- ☐ Legal requirements
- ☐ Health and Safety Law www.hse.gov.uk

Trusted provider checklist^{ix} for GSP

*Links to samples discussed in **Good Governance** above and available at*

<https://www.ncvo.org.uk/help-and-guidance>

- ☐ Public Liability Insurance
- ☐ Employers Liability Insurance for Volunteers
 - Events insurance (Zurich offer tailored insurance for nature projects and Friends groups)
- ☐ Safeguarding Policy and DBS Checks – Sample for land-based activities:
[safeguarding_checklist.pdf \(farmgarden.org.uk\)](#)
- ☐ Risk Assessment (see Appendix 1 for sample)
- ☐ Data protection and GDPR policy
- ☐ Covid procedures
- ☐ Food Hygiene certificates where appropriate
- ☐ Volunteering Policy
- ☐ Volunteer Induction Process
- ☐ Equality and Diversity Policy
- ☐ First Aid Training
- ☐ Lone Working Policy
- ☐ Mental Health First Aid Training
- ☐ Digital Media Guidelines
 - ☐ Further reading Dr James Fleming [Making sense of Social Prescribing \(westminster.ac.uk\)](#)

Financial plan

- ☐ Financial costs as appendices.
 - Your financial data will be scrutinised in some detail if you want funding and therefore you need to ensure that the figures provided are as robust as possible.*
- ☐ Income predictions both conservative and realistic.
- ☐ Costs assumptions clearly shown.
- ☐ Capital items with at least 3 quotes

Whilst the costs should be fairly predictable, the sales predictions are more subjective.

Income

- ☐ Personal health budgets or other commissions
- ☐ Grants
- ☐ Corporate sponsorship
- ☐ Sales of goods
- ☐ Sales of services
- ☐ Donations
- ☐ Membership

Capital and set up costs (one off)

- ☐ Purchase price of items or property
- ☐ Repair and conservation work
- ☐ New building
- ☐ Other capital work (interpretation)
- ☐ Equipment and materials
- ☐ Other costs (capital)
- ☐ Professional fees relating to any of the above (capital)

You will need to detail the costs of setting up the project and show how these costs will be funded. Make sure you add postage and packaging or delivery as a cost.

Revenue or ongoing costs (occur every year)

- ☐ Staff PAYE
- ☐ Pension
- ☐ Staff recruitment
- ☐ Training for staff
- ☐ Paid training placements
- ☐ Training for volunteers
- ☐ Travel for staff
- ☐ Travel and expenses for volunteers
- ☐ Equipment and materials (activity)

Other costs (activity)

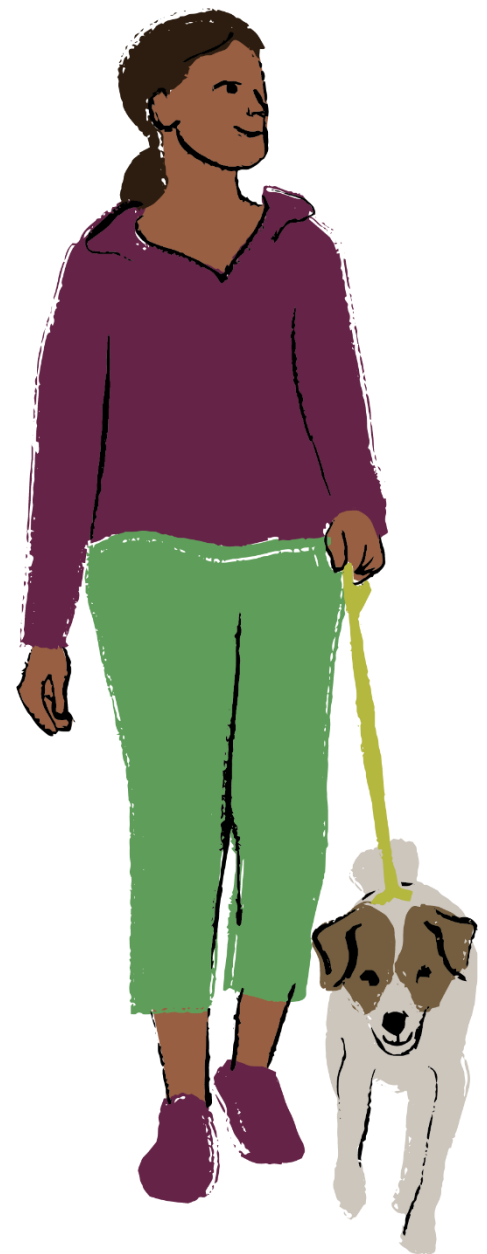
- ☐ Professional fees related to above (activity)
- ☐ Recruitment
- ☐ Publicity and promotion
- ☐ Evaluation
- ☐ Contingency
- ☐ Inflation
- ☐ Maintenance costs
- ☐ Non-cash contributions
- ☐ In kind support volunteer time

Miscellaneous budget headings

- ☐ Use of premises
- ☐ Rents, rates and insurance
- ☐ Printing, postage and stationery
- ☐ Advertising and website
- ☐ Telephone and broadband
- ☐ Machinery expenses
- ☐ Travel expenses
- ☐ Consultancy fees
- ☐ Accountancy
- ☐ Subscriptions
- ☐ General expenses

Budgets and cash flow

Budgets are a prediction of the future finances and profitability of an organisation. They normally look at profitability. However, a project can be profitable but run out of money in the bank, especially if a grant is paid in arrears. Cashflow is therefore very important. Any organisation needs to know that it will be able to pay its debts. Cashflow forecasts try to predict the amount of money coming in and out which means you can predict how much money is in the bank at any time.



Financial credibility*

- ☐ Latest annual accounts
- ☐ How is the group currently funded?
- ☐ Ratio of self-generated revenue to grants/loans?
- ☐ Do they give a picture of a well-run viable organisation?
- ☐ Future income sources
- ☐ If a fund is to end what is being done to secure the organisation's future?
- ☐ Realistic budget
- ☐ What proportion of the total required is being requested from the funder
- ☐ Where will the balance come from?
- ☐ Is match funding pending?
- ☐ Does the budget for the project balance income and expenditure?
- ☐ Does the budget represent value for money?
- ☐ What happens if the whole budget is not raised? Will it be possible to function on less?
- ☐ Strategy for obtaining continuing funding?
- ☐ Will the project become self-sufficient or terminate at that point?

5..INCOME GENERATING INCLUDING GRANTS

At the time of writing, community-nature-interventions and GSP can technically be done if you have a dedicated and skilled volunteer force and some traded income. However, which volunteer is willing to commit every week and organize traded income? For example, vegetables or plant sales, involve a whole array of skills to get a weekly supply to customers.

For fundraising it is worth noting that the situation changes regularly, and you may require the support of facilitator organisations outlined in section 1 – Good Governance.

Funders are generally enthusiastic about giving you a one-off grant to help you get started, solve a problem, or boost your capabilities. They are less keen on subsidizing the day-to-day activities sometimes referred to as “core costs”. They also don’t like the sole ambitions of one person in a group. What would happen if that person got ill? There must be “people resilience” within your group. Funders criteria change all the time and these are correct at the time of writing. This list is a starting point and is not intended to be exhaustive.

- ☐ Make sure before you apply to any fund you are 100% fulfilling the guidance
- ☐ Create a schedule setting out the deadlines for relevant trusts month by month.

The National Lottery funds

The Lottery small pots are the backbone of community projects all of whom can involve GSP. Here are some sample projects that may be funded: This is where being part of a partnership / seeking support from your local CVS (see Good governance above) can help.

Awards for All – Catch all so would be good for community gardening for example

Heritage Fund – nature conservation

Sports England – walking group

Arts Council – bringing in an artist / culture specialist to run sessions

- ☐ £10k www.tnlcommunityfund.org.uk/funding/programmes/national-lottery-awards-for-all-england
- ☐ £10k www.heritagefund.org.uk/funding/national-lottery-grants-heritage-3k-10k
- ☐ £15k <https://www.sportengland.org/funds-and-campaigns/our-funds/small-grants-programme>
- ☐ Match crowd funding up to £10k www.sportengland.org/funds-and-campaigns/our-funds/active-together
- ☐ £30k www.artscouncil.org.uk/ProjectGrants/applying-national-lottery-project-grants-three-steps

Larger amounts require you to be embedded in your community and working with eNGO / sports provider / trusted artist and multiple partners. If you have never had any funding prior you probably will not be considered a “safe bet” for these so manage a small pot well first.

- ☐ Over £10k www.tnlcommunityfund.org.uk/funding/over10k
- ☐ Over £10k www.heritagefund.org.uk/funding/national-lottery-grants-heritage-10k-250k
- ☐ Over £15k www.sportengland.org/funds-and-campaigns/our-funds/got-great-idea
- ☐ Over £30k www.artscouncil.org.uk/ProjectGrants/applying-national-lottery-project-grants-three-steps

Lancashire dedicated funds

Lancashire Environment Fund www.lancsenvfund.org.uk administered by Lancashire Wildlife Trust and is technically a Landfill Tax Fund.

- ☐ Green Grants - up to £1,000
- ☐ Small Grants - up to £20,000
- ☐ Main Grants - up to £40,000

Community Foundation for Lancashire

- Various funds <https://lancsfoundation.org.uk/Funds.aspx>

Lancashire Country Council – there are multiple grants but a promising one is the

- Country Councillors Members grants www.lancashire.gov.uk/council/grants/
- Similarly apply to your individual local councillor or parish council (beyond the scope of this guide)

Your Local Authority Area – it will be necessary to deep dive but here is a starting point

- Lancaster City <https://lancastercvs.org.uk/funding-opportunities>
- Over Wyre www.wyre.gov.uk/community-development-2/community-funding-opportunities
- Fylde <https://new.fylde.gov.uk/council/fylde-community-grants>
- Blackpool www.blackpool.gov.uk/Residents/Benefits/Household-support-fund-third-sector-grants.aspx
- Preston www.preston.gov.uk/media/10549/Voluntary-Community-and-Faith-Sector-Community-Grant-Funding-Policy-2022-2024/pdf/Annex_A_VCFS_Community_Grant_Funding_Policy_2022_-_2024_002.pdf?m=637880341339370000
- South Ribble www.southribble.gov.uk/article/2235/Leisure-Local-Community-Fund
- Chorley <https://chorley.gov.uk/article/1440/Community-group-grants-and-funding>
- West Lancashire www.westlancs.gov.uk/more/your-community/grants-to-voluntary-groups.aspx
- Ribble Valley www.ribblevalley.gov.uk/grants
- Blackburn with Darwen www.communitycvs.org.uk/blackburn-with-darwen-community-fund-in-2023-new-rules-and-a-new-form
- Hyndburn www.hyndburnbc.gov.uk/communitychampions/
- Hyndburn Windfall Fund for Environmental Projects <https://prospectsfoundation.org.uk/what-is-the-windfall-fund/>
- Burnley <https://burnley.gov.uk/business/economic-regeneration-in-burnley/shared-prosperity-fund/>
- Burnley, Pendle and Rossendale via CVS newsletter <https://bprcvs.co.uk/index.html>
- Pendle www.pendle.gov.uk/info/20003/community
- Rossendale www.rossendale.gov.uk/info/210201/your_neighbourhood/10738/community_partnerships/3

Local Landfill operators

The following were found by putting “Lancashire” in the search bar www.entrust.org.uk/landfill-community-fund/finding-funding/funder-search These will be subject to postcode checkers and do not operate throughout Lancashire

- Biffa - www.biffa-award.org
- Suez - <https://www.suezcommunitiestrust.org.uk/apply-for-funding/postcode-checker/>
- Tarmac Landfill Communities Fund www.derbyshire.gov.uk/community/lottery-funding/environmental-trust/derbyshire-environmental-trust.aspx
- Valencia (formerly Viridor) www.valenciacommunitiesfund.co.uk
- Veolia - www.veoliatrust.org/funding/
- Whitemoss Community Fund <http://www.grantscape.org.uk/fund/whitemoss-community-fund/>

National Grant Making Trusts

There are around 8,000 grant-making trusts in the UK. It is a growing sector with around 200 new grant making trusts set up each year. These trusts give out around £5 + billion a year. By comparison the Big Lottery Fund gives out around £1 billion per year. However, 7700 of these grant making trusts are run by volunteers and are very stretched.

National grant making Trusts supportive of environmental / community / health projects but check the funding guidance first and only apply if you 100% comply with the guidance.

- ☐ Comic Relief www.comicrelief.com/funding
- ☐ Ernest Cook - <https://ernestcooktrust.org.uk>
- ☐ Esmeefairbairn - www.esmeefairbairn.org.uk
- ☐ Garfield Weston - <https://garfieldweston.org>
- ☐ Sainsbury Family Trusts <https://www.sfct.org.uk/>
- ☐ Tudor Trust (must tackle social exclusion) - <https://tudortrust.org.uk/>
- ☐ Vcashpoint (young people volunteering)
<https://engageimpact.vinspired.com/post/59576670055/cashpoint-the-vinspired-cashpoint-scheme-offers>
- ☐ Wellcome Foundation <https://wellcome.org/>
- ☐ Wolfson Foundation www.wolfson.org.uk/funding/
- ☐ Woodroffe Benton - www.woodroffebenton.org.uk/
- ☐ Yapp Environmental - www.yappcharitabletrust.org.uk/

Corporate Social Responsibility Schemes

- ☐ ASDA – approach local store
- ☐ B&Q – approach local store
- ☐ Cooperative Grocery - <https://causes.coop.co.uk/>
- ☐ Morrisons Bags - www.morrisonsfoundation.com
- ☐ Tesco carrier bags - <https://tescocommunitygrants.org.uk>
- ☐ LUSH - <https://uk.lush.com/article/charity-pot-funding-guidelines>

Top tips for writing a good application^{xi}

- ☐ Less is more – so avoid waffle.
- ☐ Brief, clear and frank. The objective is to answer each question using the guidance notes so that it can be easily high scored, whilst conveying passion and local need.
- ☐ In project description explain the nuts and bolts “outputs” and do not go on just about need. The evidence of community consultation will explain that.
- ☐ Avoid unambiguous words. The average 12-year-old needs to understand the application and you can test out the simplicity of your language online using the Gunning Fog Test <http://gunning-fog-index.com> Within reason the lower the score the better.
- ☐ Avoid gendered language and you can test this with <https://gender-decoder.katmatfield.com>
- ☐ No jargon or acronyms (unless explained the first time).
- ☐ Stay formal
- ☐ Appropriately use headings and bullet points.
- ☐ Once you have finished an application don't look at it for a day or two then come back and read it with fresh eyes.
- ☐ Get someone who doesn't know the project to proofread it as they may bring up things you haven't considered.
- ☐ Budget must add up correctly.



Reasons for rejection^{xii}

It is estimated that only 1 in 10 funding applications is successful so don't get disheartened. There is just not enough funding to go round. Try and learn from your rejections.

- ☐ Did not meet the stated requirements
- ☐ Sent too much unnecessary information
- ☐ Application was badly written or presented
- ☐ Did not state how funds would be used
- ☐ Application was obviously not personalised to the trust
- ☐ Insufficient information for a decision to be made
- ☐ Application was too lavish.

From a feedback event:

- ☐ 'There are too many charities already doing the same thing'
- ☐ 'I've never heard of them so they can't be doing a very good job.'
- ☐ 'They have run up a huge deficit. I don't see why we should provide money'
- ☐ 'They spend far too much on administration and fundraising.'
- ☐ 'They are extremely rich. They don't need our help.'
- ☐ 'They are expensive. We could spend our money more wisely elsewhere.'
- ☐ 'Their work is extremely controversial.'
- ☐ 'It sounds like work that should be funded by statutory sources.'

Commissioning from Personal Health Budgets

An integrated personal budget allows for healthcare and social care needs and are commonplace for people living with disabilities and are sometimes part of the “Direct Payments” scheme. A [Personal Health Budget \(PHB\) - NHS Digital](#) uses NHS funding to create an individually agreed personalised care and support plan that offers people of all ages greater flexibility over how their assessed health and wellbeing needs are met.

Examples of people who may attract a PHB:

- adults receiving NHS continuing healthcare outside of hospital
- children receiving NHS continuing healthcare
- people who are referred and meet the eligibility criteria of their local wheelchair service
- people with mental health problems who are eligible for section 117 after-care because of being detained under certain sections of the Mental Health Act.

Currently there is advocacy to the NHS to provide PHB for lower levels of need, such as those being seen and referred to by Primary Care link workers. There is emphasis on goals setting one of those could be to provide financial support for GSP activities.

NHS England's Personalised Care Team are moving away from a national model and are establishing regional communities of practices for people interested in personal health budgets. Sessions are open to all attendees include community VCFSE providers and partners within the health/ ICS systems. england.personalisedcarenorthwest@nhs.net Your group will need to be on The Future NHS Collaboration Platform <https://future.nhs.uk/about> which is a free online platform from the NHS, helping the health and social care sector connect and collaborate. It is open to anyone delivering health and social care services, including GSP.

Other ways of income generating and social value funding

- ☐ Donation bucket on a stall or at an event
- ☐ Trading e.g. running a chargeable service, charging for events, sales of nature plants
- ☐ Crowd funding with video www.crowdfunder.co.uk
- ☐ Corporate Social Responsibility which involves you approaching local businesses in your area
- ☐ Wealthy Individuals sometimes known as “Philanthropy”.

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- ⁱ Think Local Act Personal (2011) Making it real: Marking progress towards personalised, community based support, London: TLAP.
- ⁱⁱ www.gov.uk/government/news/new-sites-to-test-how-connecting-people-with-nature-can-improve-mental-health accessed 30.6.22
- ⁱⁱⁱ Definition adapted from www.kingsfund.org.uk/publications/social-prescribing on www.gov.uk/government/publications/social-prescribing-applying-all-our-health/social-prescribing-applying-all-our-health accessed 30.06.22
- ^{iv} www.england.nhs.uk/personalisedcare/social-prescribing/green-social-prescribing/ accessed 30.6.22
- ^v www.outdoor-learning.org/Good-Practice/Good-Practice/Theory-of-Change/an-introduction-to-theory-of-change accessed 30.6.22
- ^{vi} www.england.nhs.uk/personalisedcare/social-prescribing/green-social-prescribing/
- ^{vii} Think Local Act Personal (2011) Making it real: Marking progress towards personalised, community based support, London: TLAP.
- ^{viii} Gerard Corsane (2006) Sustainable future scenarios for people, environments and landscapes in Cumbria: the ecomuseum ideal and issues related to its use, The International Journal of Biodiversity Science and Management, 2:3, 218-222
- ^{ix} Adapted from Nottingham [trusted-green-providers-checklist .pdf \(socialprescribingacademy.org.uk\)](https://socialprescribingacademy.org.uk/trusted-green-providers-checklist.pdf)
- ^x Information adapted from a training course attended by the author and run by Ian Benson.
- ^{xi} Information adapted from a training course attended by the author and run by Ian Benson.
- ^{xii} Information adapted from a training course attended by the author and run by Ian Benson.