



# Lambeth Community Fund

## Social Enterprise Development Programme Application Guidelines 2011/12

### About The Fund

The Lambeth Community Fund (LCF) is a charitable venture set up to support the borough now and long into the future - responding over time to the changing needs of local people. This initiative is a collaborative approach to community development and sustainability by uniting the public, private and voluntary sector to work together and collectively apply our skills, talents and resources to benefit the local community. The Fund is being managed by the London Community Foundation. If you are unsure that your project meets the fund themes then please do not hesitate to contact us to discuss your application.

**Please note these guidelines are for social enterprise grants from £1,000 to £10,000<sup>1</sup>**

### Social Enterprise Development Programme

#### Fund Themes:

**To support social enterprise development within the borough of Lambeth.**

This fund has been created in partnership with Lambeth First and the Lambeth Community Fund. The programme is focused on helping organisations who are, or wish to become social enterprises within the borough.

We are looking to strengthen the sector and position Lambeth organisations to make a difference, socially, environmentally and economically.

Funding is available under the following two themes:

- 1) Start up and business support for local people and organisations establishing new social enterprises*

We are looking to fund organisations that may be an existing community organisation to become social enterprises. This is for group's who have identified that a social enterprise model is the best way forward for them to deliver services and support. You will need to demonstrate that you have a sound basis for becoming a social enterprise. Costs could cover the following:

- Training on setting up a social enterprise, financial practices, legal issues etc...

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<sup>1</sup> In very exceptional circumstances the panel may award more than £10,000 please see the 'Grant Size' section

- Salary costs
- Business planning
- Feasibility studies

2) *To support existing social enterprises to 'scale up' and increase their organisational capacity*

We are looking to support existing social enterprises that are in a position to grow their organisation by increasing their capacity and ability to deliver services. This is for groups who may be relatively small and need to scale up in order to position themselves to take advantage of larger contracts, commissioning opportunities and to create more employment opportunities within the borough. If you are applying under this theme then you will need to demonstrate the following:

- Your track record in delivery and any opportunities you have been unable to take advantage of as a result of your current capacity
- A strong case for increasing your capacity and what opportunities this is likely to lead to

**Additional Priorities**

In particular, priority will go to groups demonstrating the following:

- Strong demonstration of community engagement and the ability to demonstrate the benefits your organisation brings to the community
- clear partnership working with other organisations in the borough (this may include statutory, voluntary and private sector organisations)
- groups able to make a strong contribution to Lambeth First's vision of Lambeth as a 'Co-operative Borough'  
<http://www.lambeth.gov.uk/Services/CouncilDemocracy/MakingADifference/TheCooperativeCouncil>
- groups who are working with or are led by people who are long term unemployed
- groups who are able to demonstrate job creation as a result of funding and those creating pathways for people to get back into work

**Guidance on the themes**

This is a great opportunity for organisations to look at their development, capacity and sustainability. Organisations should ask themselves what it is they need to implement, research, or achieve to make themselves more sustainable.

Therefore this fund is not about supporting simply the 'social mission' of your organisation. One off projects or on-going activities that are purely charitable will not be supported unless there is a clear demonstration of how this will help you either set up as an enterprise, or that it will help you expand your capacity and ability to deliver - as well as your long term sustainability.

In short remember that 'social' and 'enterprise' should not be separated and that the two should complement each other throughout all of your work as a social enterprise.

## Who Can Apply?

Community groups (for example tenants residents associations); registered charities; companies limited by guarantee without share capital; charitable incorporated organisations; social enterprises or Community Interest Companies are all eligible to apply to the fund.

If you are an unincorporated group (i.e. a group of residents who do not have a constitution in place) then you will need to become a community organisation with appropriate governance in place. You may apply in this instance but you must agree to formalise yourselves as part of the grant conditions if awarded.

Private limited companies cannot apply.

Applicants must:

- be locally based (in Lambeth) and working to support Lambeth residents. If an organisation supports residents in other boroughs also, they must demonstrate what the benefits to Lambeth residents will be
- have a minimum of 3 unrelated Management Committee members / directors
- have a governing document (e.g. a constitution, articles of association memorandum of association)
- submit your most recent annual accounts and sound plans for managing your money
- have a bank account in the name of the group, with at least 2 unrelated signatories
- have a business plan in place –for those groups who are applying for support to develop a business plan please provide your existing document, or at the least a brief outline of how you intend to manage your business over the next 12 months and a vision for longer term (three years)
- have a safeguarding policy if working with young people under the age of 18, or if you are working with vulnerable adults (please contact us if you need help with this)

Your annual income should not be over £1 million over the last year. Please note that in a competitive situation priority will be given to smaller organisations.

## Grant Size

Grants of between £1,000 and £10,000 are available. Please ensure you cost your proposal appropriately for your activity.

What can the grant cover?

We expect grants will primarily fund core and activity costs, such as:

- Salaries and volunteer expenses
- Training and sessional workers to increase capacity
- Associated overheads (rent, telephone, heat and light, materials, insurance)
- Delivery specific costs (marketing, leaflets, equipment etc)

We encourage applicants to use full cost recovery (FCR) in their applications. Full cost recovery means securing funding for all the costs involved in the delivery of your work. For more details on using the full cost recovery model, visit [www.acevo.org.uk](http://www.acevo.org.uk)

The board may award longer grant periods or larger grants at their discretion, in exceptional cases, when reviewing the applications. You should make your application for £10,000 and add an additional sheet outlining how further funds would enhance your project and an additional budget.

### **Budget**

When filling in the budget section please list all income (name of funder and how much - you may include any support in kind).

You must also provide a breakdown of all expenditure – so under each heading list the costs and exactly how you have calculated them. Without this level of detail we cannot assess how appropriate the costs are for your activity.

For example:

Staff costs	Sessional worker (80 hours at £15 per hour) = £1,200
Office, overheads	Hall hire for workshops (£30 p/w x 12 weeks) = £360

What cannot be funded through this programme?

- Non Lambeth organisations
- statutory organisations, such as Local Authorities and schools
- any party political activity
- religious activities
- purely commercial ventures
- major capital costs e.g. buildings
- spending that has already taken place
- individual sponsorship

### **Monitoring & evaluating your work**

Monitoring and evaluating our grants enables us to better understand the impact of our grant making. It helps us to understand community need, enables us to learn from our grant making and inform future strategies, and also enables us to show donors the impact of their funding and hopefully encourage them to give more!

It should also help organisations to collect valuable information on how service users benefit from your work, what works and what doesn't, how you can make your services more effective, and also demonstrate to funders (and donors) the value of your work. Further information on the benefits of monitoring and evaluating your work can be found at the Charities Evaluation Services website, [www.ces-vol.org.uk](http://www.ces-vol.org.uk)

Monitoring and evaluation is therefore a key part of our work, and we ask all grantees to submit regular reports detailing the benefits for your user group and for

your organisation. This will include brief quarterly updates and a final overall monitoring report. We also ask you to feedback on London Community Foundation's delivery of the fund.

Full details on the information you will need to collect will be given to successful applicants at the time of grant award. If you are already providing monitoring to other funders for the same work, we are happy to discuss how you can use your existing reporting format for any LCF grant.

## **How to Apply**

Alongside a short application form you must complete a proposal – you may do this within section C of the application form or complete your own document (if sending electronically it must be in a word document or in PDF format).

The proposal format is not prescriptive but it should have the following headings and include the requested information under each one:

### **Your proposal**

#### **1) About the organisation**

**This section gives you an opportunity to demonstrate what your organisation does, how you operate and your track record.**

- How did your organisation come about?
- What are the main activities of your group (outline what work you have recently undertaken or are currently delivering)
- Why are you (or would like to be) a social enterprise?
- What is your social enterprise model? What services / products will you be trading and how this meets your social mission? What is your track record in trading or if you are not yet an enterprise what is your proposed model?
- Who do you work with? What are the needs of your community / beneficiaries and how does your work achieve your social / environmental mission?

#### **2) The proposal**

**This section is all about how you propose to use the funding. Here we expect to see a clear outline of the proposal, what you hope to achieve and how you have identified the need for this funding**

- Please provide an outline of the project / activities that you are seeking funding for
- How will this be managed? (Who will be involved? What expertise do you need to run this successfully?)
- What are your aims for this work? How will these aims be met through this proposal?
- How will this proposal improve and increase capacity and sustainability of your organisation?
- Please evidence the need for this work – how did you come up with the proposal?

### **3) Impact and monitoring**

**Monitoring your work is vital to any organisation. Here you will need to demonstrate how you plan to monitor and evaluate your work.**

- Please provide an outline of how you will monitor and evaluate the impact of this funding on your organisation as well as the social / environmental impact

Please try and keep the proposal to no longer than 3 sides of A4 and make sure that the name of your organisation is at the top of each page.

Please complete the application form and proposal and return to London Community Foundation along with the following documents:

- Your governing document
- Most recent annual accounts, or record of income and expenditure
- A financial plan for the next year or an outline of your financial situation for the upcoming year including any funds you have already secured and a projected income and expenditure
- A business plan
- Safeguarding Policy (if your proposal includes work with under 18's or vulnerable adults)

Assessment process

After the deadline, we will look at all applications and draw up a shortlist if the round is very competitive.

We then assess the applications and it is highly likely that you will be contacted or visited to discuss your application further. Please ensure that the contact provided is available throughout the assessment process or this could affect your application.

### **Deadline for Applications**

**Applications must be received by 30<sup>th</sup> March by 5pm**

If all of the information requested has not been received by LCF by this time (including your supporting documents) your application will not be considered. If you are posting your application we recommend you leave enough time to allow for any postal delays. LCF cannot be held responsible for delays to the post.

#### **Timetable for spending the grant:**

Grant expenditure must be completed within a year of the award being made. Please consider this when planning your project and budget.

You will need to submit your final monitoring report six weeks after completing your project.

Shortlisted organisations will be notified of the outcome by the end of May 2012.

We have approximately £60,000 to award in this round so it is likely to be highly competitive. Please ensure your application has been well thought through to give it

the best opportunity. There will be a further round that will be advertised shortly – please check our website for updates.

Please return your completed application form, along with your supporting documents to:

**London Community Foundation**

**357 Kennington Lane**

**London**

**SE11 5QY**

**Tel: 020 7582 5117**

Email: [applications@londoncf.org.uk](mailto:applications@londoncf.org.uk)

Website: [www.londoncf.org.uk](http://www.londoncf.org.uk)

If you are emailing your application form you do not have to provide signatures. We can request these at a later stage.

***Please note if you require a receipt for your application you must enclose a stamped addressed envelope if posting, or send your application recorded delivery. If you email your application and documents a confirmation email will be sent acknowledging receipt. We cannot confirm receipt of your application over the phone due to the volumes of applications we receive.***

Please do not hesitate to contact Cathy Togher the programme manager if you would like to discuss your proposal prior to making an application, or if you need help with completing the form or providing the supporting documents.

The Lambeth Community Fund is managed by the London Community Foundation, registered charity number 1091263 and company limited by guarantee number 4383269.