



Place Plans
by Planning Aid Wales

FROM PLAN TO PROJECTS:

Developing & Funding Community-led Projects

Place Plan Kickstarter
Community Guides

6/6



FROM PLAN TO PROJECTS: Developing and Funding Community-led Projects

Place Plan Kickstarter Community Guides 6/6

What is this document?



This guide looks at how to develop your project idea into a fundable project, where to find funding and how to apply for it.

It is intended as an introductory guide and should be supplemented with advice and guidance of local funders and the community team at Conwy County Borough Council.

This guide has been prepared by Planning Aid Wales for Conwy County Borough Council as part of the 'Place Plan Kickstarter' project with funding from the UK Government Wales Community Renewal Fund.

Who is it for?



This guide has been designed for Community and Town Councils and / or community groups in Conwy that have either:

- Completed a Kickstarter Place Plan and are considering next steps, or:
- Considering producing some form of community plan and are wondering where to start.

The guide is part of a series that explore community-led planning; these guides can be downloaded from www.placeplans.org.uk/conwyguides

Acknowledgements

Many thanks to Resources 4 Change for Supporting the Production of this Guide – see <https://r4c.org.uk/>



Contents

- Before you start 4**
 - Resourcing or Funding? 4
 - Key questions 5
 - Some Key Terms 5

- 1. Defining your Project 6**
 - What is the problem? 6
 - Exploring the Problem 6
 - What are you trying to achieve? 7
 - From Problem to Solution 8

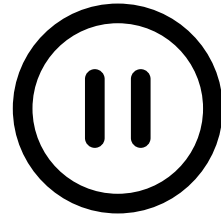
- 2. Planning your project 9**
 - Who will deliver the project? 9
 - What needs to be done? 9
 - How much will it cost? 10
 - How will you know if the project is a success? 10
 - How will you manage risks? 11

- 3. Finding and applying for funding 12**
 - Funding Sources 12
 - Tips for applying for funding 14
 - After you have applied 15
 - Further Reading 15

Before you start

At last, after all that planning, it is time to start delivering!

The Kickstarter Plan will have helped you identify your community's priorities, and if you've taken further steps and produced a full plan, you will already have the information / evidence to justify the need for that project.

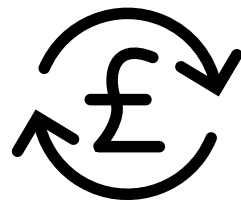


This guide considers the things you need to think about when defining and developing your project and then finding and applying for project funding.

Applying for project funding is a task in itself; further information will likely need to be gathered and a 'bid' or application form will need to be completed. Before you start, think about the following.

Resourcing or Funding?

Your Working Party already contains one of your most important resources – people who can give some of their **time** to help deliver change in the area. **'Quick wins'** are identified in your plans – gathering more information, meeting with potential collaborators and delivering what you can through voluntary activity.



Not all projects will need funding. Producing and sharing a local activity list, encouraging existing organisations to set up in your area or designing a community activity trail can all be done with minimal or no direct funding if there are individuals within the community with commitment or the right skills. Harnessing volunteers to deliver such opportunities should be one of the roles of the Working Party.

If funding is needed, it can be provided in a variety of forms:

- Donations, legacies or 'crowdfunding' e.g.: www.spacehive.com where individuals or organisations give money to support the delivery of project.
- Grants - either 'capital grants' for the purchase or development of land, buildings or equipment or 'revenue grants' to fund events or the employment of staff.
- Corporate sponsorships by local / national businesses.
- Membership fees – where members pay fees to help support a project or activity.
- Selling goods and services.
- 'In-kind' donations – smaller forms of support provided for by another organisation (e.g. the Town Council) for things like printing, room hire or even staff time.

With all of these types of funding, you should be clear with the funders why you need the funding for and how you will use it. You can start by thinking about the questions below.

Key questions

- Why are you doing it? What is the problem you are trying to solve?
- Do you have the right information to prove the problem exists?
- Who is it for? What difference will it make?
- How will you do it, when will you do it and who will carry it out?
- How much will it cost?
- How will you manage risks?
- How will you know the project has been successful?

Some Key Terms

Project: A set of activities or services with an overall aim, managed by the same individual / group. A project is normally time-bound with a clear end point.

Working Party: Groups formed as part of the Kickstarter Project to oversee the Kickstarter Plan and could take responsibility for the project.

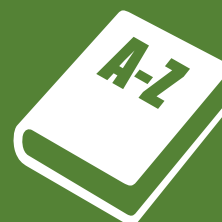
User / Beneficiary: Someone who uses the services or outputs of the project.

Participant: Any person, group or organisation that takes part in project activities where they are not strictly service users.

Respondent: Someone who provides information to the project / activity.

Evidence / data: Information that is collected to rationalise need for a project or activity – it becomes data when it is linked to a specific purpose.

Bid: For the purposes of this guide, the word 'bid' has been used to describe a funding application, application form or application letter.



1. Defining your Project

The Kickstarter Plans have identified **community priorities** for things they would like to see improved in the area.

The Working Parties discussed whether they are ‘owners’ of the challenges identified, or whether they will need to be explored with those responsible for them (e.g. CCBC) – in these instances, working with those responsible together to help facilitate solutions should be the priority.

However, there will come a time where a community-led project is the best option. Inspiration for community-led projects is provided in [Guide 5](#), but assuming a project idea is forming, the following should help define it further.

What is the problem?

In order to justify the effective use of volunteer time and to be sure you can convince funders that there is a problem to solve, you should be able to articulate clearly and concisely what the problem *actually is*.

What is the need?

Start by identifying the problem, how bad it is, any current services that are trying to address this problem and where the gaps are in this service. Gathering further information on this will be important:

- What is the physical and economic environment like where the project will take place?
- Who and where are the target audience?
- What existing community groups / service providers exist, where are the gaps and could you work in partnership with these groups?
- Can the problem be broken down into smaller issues?
- What information will clearly demonstrate the problem?

Exploring the Problem

Community Priority:

“We need more activities for young people.”



Evidence gathered:

- *Census data - 22% of our young people leave school with no qualifications. 27% of 18–24-year-olds are unemployed.*
- *This problem is even more pointed in the southwest part of town.*
- *Young People’s Survey - 35% 16–18-year-olds lack confidence.*
- *Community Activity Survey – of 20 weekly activities in our town, 11 cater to young people. None of focus specifically on confidence-building.*
- *Case studies – 3 recent projects raised young people’s confidence using drama and Theatre Groups.*

Who is your target audience?

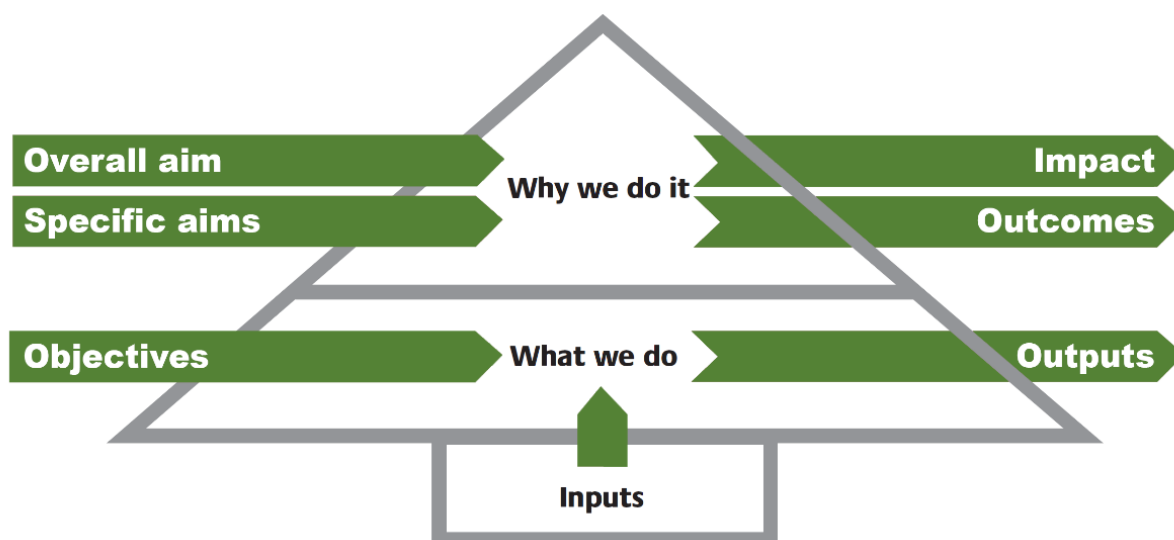
It is important to be clear about who is affected by the problem – they could be identified by location or place (be specific) or by age, gender, sexual orientation, ethnicity, by health status or disability. They may also be socio-economic groups such as single parents, unemployed, manual employees, students etc.

Can you prove it?

You should be able to explore and demonstrate the importance of the problem by gathering **evidence**. Funders will want to know that money is being spent wisely and is being used to address a proven need. Secondary evidence such as Census data can be used, but you will be more persuasive if you have gathered primary information too (surveys, studies etc.). [See Guide 3](#) for more information about evidence gathering.

What are you trying to achieve?

You should also be able to describe clearly and concisely what the money you are applying for will be used for, how it will help solve the problem and how it will benefit your target audience:



Source: *Practical Monitoring and Evaluation*, p.19 (2008)

Your **overall aim** or **mission** should be the change or difference you want to make. Mission statements can also include statements about how you will deliver the project - these are **values**. The mission will need **specific aims**. These should describe the target audience and the benefits or changes you are trying to achieve with the

project. Aims normally use words that indicate a **change** – e.g. ‘to increase’, ‘to develop’ or ‘to improve’.

Objectives identify what you will do or what services you will provide to meet your aim. Objectives include words like ‘to produce’ or ‘to set up’.

Outputs are the activities and work delivered as part of the project as they relate to a projects objectives.

The changes and benefits that take place as a result of project activities are known as **outcomes**. These relate directly to a project’s aims.

The overall **impact** of the project are the broader and longer-term changes that the project delivers in relation to its overall aim or mission.

From Problem to Solution



***Mission:** To enhance the lives of young people in our town through integrating drama into education and community activities.*

***Values:** Empowering, Involving Users in Service Planning, Collaborative*

***Aim 1:** To enable young people to express themselves through drama.*

***Objective 1:** To perform plays in schools and community venues in co-operation with other voluntary organisations.*

Aim	Outcomes	Objectives	Outputs
To change young people’s attitudes about social issues through drama	Increased confidence of young people	To perform plays in schools and community venues in co-operation with other voluntary organisations	Meetings with other agencies
	Increased sense of commitment and responsibility		Rehearsals
	Development of team-working skills		Publicity leaflets
	Increased skills in dance and drama		Performances

Source: *Practical Monitoring and Evaluation, p.19-20 (2008)*

2. Planning your project

Who will deliver the project?

- **Partnership working.** Broaden the reach and deepen the impact of your project by working with partners who might help oversee, manage, or deliver the project. Partnership Agreements can establish what is expected from each partner.
- **Steering Group.** Accountable for ensuring the project will be delivered successfully; can be the Working Party (or part of it) or the Town Council. Responsible for key decisions, authorising use of funds, supporting the Project Manager and ensuring effective communication with funders and stakeholders.
- **Project Manager.** An individual responsible for coordinating the day-to-day work on the project by staff, contractors and volunteers. Monitors and reports on progress against actions. Subject to the scale of the project and nature of the funding, contractors may take on the project management role a new member of staff could be appointed to the role.
- **Project Staff.** Subject to the scale of the project and the nature of any funding new contract staff could be appointed. Staff should be appointed with appropriate expertise and skills to deliver the tasks required for the project.
- **Contractors.** Can consultants to undertake specific research or project management or tradespeople to undertake physical works. The steering group should appoint appropriately qualified (and insured) contractors and confirm contract terms. Further advice should be sought to ensure contracts are fit for purpose.
- **Volunteers.** Local people will often have enthusiasm to roll up their sleeves and help deliver projects but remember that volunteering should be a two-way relationship – volunteers have a right to be trained, safe and have clear routes to support. See <https://wcva.cymru/volunteering/>

What needs to be done?

This will very much be dictated by the nature and scale of the project. You should start by being clear about the **scope** of the project – what the project will and will not do. You should now be clear about the aims, objectives and outputs of the project; this should take you most of the way towards a **project timeline**.

It is important to be realistic regarding the expectations of what can be achieved within a set time period – you should focus on the prioritising tasks that take longer or require other tasks to be completed first and create reasonable lead-in times, including times to recruit any staff / and or contractors. A Gantt Chart might make it easier to plan the order and timing of tasks:

Task	Week											
	1	2	3	4	5	6	7	8	9	10	11	12
<u>Kickstarter Plan Consultation:</u>												
Agree activities & book venues												
Prepare adverts & booking forms												
Advertise events and activities												
Launch & drop-in events												
Consultation Close & analyse results												
Deliver final plan												

How much will it cost?

Funders will likely require a **budget** to clearly delineate what the funds will be used for. This should be done at the project planning stage and comparison quotes should be obtained for any works or services required.

Make sure the budget is presented clearly using tables with detailed explanations and quotes if necessary. All costs, including any capital requirements (e.g. for purchases) and revenue funding (e.g. for employing staff) should be broken down so it is clear how you arrived at the numbers; it is likely that these costs will be thoroughly scrutinised. If you are applying from a specific fund, make sure you are review the fund's guidance notes for what can and cannot be funded.

How will you know if the project is a success?

You should think about how a project's success will be measured when planning the project. **Performance Indicators** can be used to measure the work done on the project, the changes that take place as a result and how the project has met its aims and mission. Indicators can be used to set **targets** for the project.

Output indicators measure things like quantity of items or services delivered, how many and what type of people used them, user satisfaction and costs:

Output	Indicators	Targets
Meetings with agencies	Number / type of agency contacted or met.	5 meetings with different agencies during the year.
	Number of activities delivered.	11 activities delivered during the year.
Publicity Leaflets	Number of leaflets printed and distributed.	500 leaflets circulated during first quarter.
	Number of new participants initiated.	50 new participants during first year.

Outcome indicators measure what success would look like in relation to each aim:

Outcome	Indicators	Targets
Increased confidence in young people	Number of young people who deliver 3 performances	80% young people attend all workshops / rehearsals deliver performances
	Number of young people who say they feel more confident.	70% increase in reported confidence levels from surveys at start vs. end of project.
	Time keeping	95% young people turn up to activities on time

Derived from Practical Monitoring and Evaluation, p.22 (2008)

How will you manage risks?

A key aspect of planning is considering the risks associated with a project and what you might do to lessen the effects of or **mitigate** these risks in advance.

Some key questions to think about are ‘what could go wrong?’, ‘what can we do to lessen the risk?’ and ‘what is our contingency plan?’.

The easiest way to do this is to prepare a **risk register** that considers the type of risk, the likelihood of it occurring, the impact if it does occur and what you can do to mitigate this risk. It is also important to establish who the ‘owner’ of the risk is within this register:

Risk	Likelihood	Impact	Owner	Mitigations
Contractor fails to deliver on time	Medium	High	PM	Ensure clear deadlines are provided within contracts
Project fails to meet targets	Low	High	SG	Ensure PM reports on progress at quarterly meetings
Project timeline not clearly defined or understood	Low	Medium	PM	Deliver project timeline briefing to all parties.
Trips and falls	Medium	High	SG / PM	Procure adequate Public Indemnity Insurance Cover. Undertake venue Risk Assessments.

3. Finding and applying for funding

You are now ready to find and apply for funding for your project. Someone in the Working Party will likely need to lead on the preparation of the final application, but ultimately, applying for funding should be a group effort. Your Town / Community Council might be able to support the application or even act as the main applicant, so don't forget to discuss any project with them first.

Funding Sources

It is important to match the nature of your project with the funder's criteria, so please read the guidance notes carefully.

Local / Regional Sources

Potential Funding Source	Notes	Amount
WCVA landfill disposals tax communities scheme: https://wcva.cymru/funding/landfill-disposals-tax-communities-scheme/	Environmental / Sustainability / Waste Reduction. Eligible areas in North of the County along the Coast.	£5,000 - £49,999
Conwy Town Council: Community Development Fund Grant https://www.conwytowncouncil.gov.uk/en/grants/community-development-fund	Voluntary or community groups based in Conwy, Llandudno Junction or Deganwy are eligible.	£10,000
Cartrefi Conwy: Community Chest: https://cartreficonwy.org/tenants/my-neighbourhood/funding/	Supports formal community groups and organisations to deliver small scale community projects.	£1,000
The Charity of Richard James, Known as The Crafnant Trust (Llanrwst TC) https://www.cyngorllanrwst.cymru/en/trusts-we-manage/grant-application-forms	Qualifying applicants are restricted to current inhabitants of Llanrwst and its community or charitable organisations based in or mainly serving that community.	£250 - £1000
Clocaenog Forest Wind Farm Fund: https://www.cvsc.org.uk/en/?view=article&id=583:clocaenog-home&catid=2	Funding for projects that deliver on well-being, economic, conservation and digital enhancement. Eligibility subject to location.	£200,000
The Steve Morgan Foundation https://stevemorganfoundation.org.uk/	Supports projects that help children and families, people with disabilities, the elderly, or socially disadvantaged.	£100k+
Cronfa Gymunedol Eryri https://snowdonia.gov.wales/cronfa-cymunedol-eryri-a-new-funding-opportunity/	For Community Council or Social venture in or near Eryri. Capital funding that involve either Decarbonising, Tourism etc.	£5,000 - £10,000
N. Wales Housing Community Fund https://www.nwha.org.uk/get-involved/opportunities/community-fund/	Provide funds to assist voluntary, community, recreational or residents groups that are based in the counties of Conwy.	£25 - £250
CVSC Warm Hub Grant Fund https://www.cvsc.org.uk/en/covid-19/community-support	Supports the creation of Warm Hubs in Wales.	Unknown
Gwynt y mor community fund https://cvsc.org.uk/images/GYM/GYM_COVID-19_Response_Grant_Guidelines_e.pdf	Offshore windfarm fund. CVSC is the distributor.	£100-£5,000

It is also worth checking in with local branches of supermarkets, hardware store etc as they often have local funds or will donate materials - TESCO, Coop, Morrisons, B&Q etc.

National Funds

Potential Funding Source	Note	Amount
The National Lottery Communities Fund: Awards for All https://www.tnlcommunityfund.org.uk/funding/programmes/national-lottery-awards-for-all-wales	A range of small community projects	£10,000
The National Lottery Communities Fund: People And Places (Medium & Large Grants) https://www.tnlcommunityfund.org.uk/welsh/funding/programmes/people-and-places-large-grants	A range of community projects – smaller lottery grants also available	£10,001 - £500,000
The National Lottery Communities Fund: Supporting Great Ideas https://www.tnlcommunityfund.org.uk/funding/programmes/supporting-great-ideas	Great Ideas awards grants to support innovative and strategically important project ideas that encourage positive social change in Wales.	£10,001+
National Lottery Heritage Fund: National Lottery Grants for Heritage https://www.heritagefund.org.uk/in-your-area/wales	For communities who want to develop heritage assets for the benefit of the community. Capital & Revenue	Up to £5,000,000
National Lottery Heritage Fund: Local Places for Nature https://www.heritagefund.org.uk/in-your-area/wales	Local Places for Nature is a capital grant scheme intended to enable communities in Wales to restore and enhance nature.	£250,000
National Lottery Heritage Fund: Local Places for Nature – Breaking Barriers https://www.heritagefund.org.uk/in-your-area/wales	Aims to increase the engagement of excluded and disadvantaged communities with the Local Places for Nature programme, and break down barriers they face when accessing nature.	£100,000
National Lottery Heritage Fund: The Woodland Improvement Grant (TWIG) https://www.heritagefund.org.uk/in-your-area/wales	Intended to create, restore and enhance woodlands in Wales, as part of the Welsh Government's National Forest initiative.	£250,000
Architectural Heritage Fund https://ahfund.org.uk/grants/wales/	Revenue and capital funding through 3 grant schemes to support conservation and development of historic buildings – often for community benefit	£50,000
CADW: Historic Buildings Capital Grant Programme https://cadw.gov.wales/historic-buildings-capital-grant-programme	Can fund 50% of eligible works to help owners and custodians to safeguard listed buildings at risk into the future for the benefit of the wider community.	£250,000
Community Facilities Programme: https://gov.wales/community-facilities-programme	Develop community facilities – capital funding	£250,000
Community Ownership Fund: https://www.gov.uk/government/collections/new-levelling-up-and-community-investments#the-community-ownership-fund	Capital: New funding round expected in 2023	£250,000
The UK Shared Prosperity Fund https://www.gov.uk/government/collections/new-levelling-up-and-community-investments#the-community-ownership-fund	Around £16m to be shared amongst North Wales LA's. Conwy will determine their own priorities but not announced yet. Details expected early 2023.	TBC

Sports Wales: Be Active Fund: https://www.sport.wales/grants-and-funding/beactivewalesfund/	Grants for projects that reduce inequality; create long-term sustainability; introduce new or different ways of operating	£300 - £50,000
Moondance Foundation https://moondancefoundation.org.uk/	For transformational changes in communities in Wales and beyond	£25k - £50k?
Trusthouse Charitable Foundation - Small Grant (UK) https://www.trusthousecharitablefoundation.org.uk/our-grants/small-grants	For charitable organisations with an income of less than £250,000 for projects that focus on Community Support.	£2,000 - £10,000
Garfield Weston Community Grants: https://garfieldweston.org/what-we-support/community/	Projects around welfare, youth, community, environment, education, health, arts, heritage and faith.	£1,000 - £1m+
Schroder Family Trust https://schrodercharitytrust.org/	'Strengthening Communities' activities.	£5,000
The Community Foundation Wales https://communityfoundationwales.org.uk/grants/fund-for-wales/	Grants to small, volunteer-driven community groups whose projects aim to improve build stronger communities.	£500 - £2,000
Volunteering Wales Grant Programmes (WCVA) https://wcva.cymru/funding/vwvg/	Grants to support volunteer led organisations and projects in Wales. Also larger Strategic Grants available for limited projects.	£25,000 x 2 years
AVIVA Community Trust https://www.aviva.co.uk/services/more-from-aviva/aviva-community-fund/	Projects that build more connected, more resilient communities and give people tools to become more financially independent.	£50,000
Bernard Sunley Charitable Foundation - Community Grants http://www.bernardsunley.org/grants/what-we-fund	Grants towards the building or refurbishment of scout huts, village halls, community centres, youth clubs, etc.	£5,000 - £20,000+
The Prince's Countryside Fund https://www.princescountrysidefund.org.uk/	Support for empowering rural communities and farming families.	£50,000
Foyle Foundation http://www.foylefoundation.org.uk/	Supports local charities delivering services to the young, vulnerable, elderly, disadvantaged or the general community.	32,000 - £10,000

Tips for applying for funding

- **Allow enough time.** Allow plenty of time to gather the information needed and to complete the forms to meet the application deadline.
- **Do your homework.** Read the fund's guidance notes and ensure your project fits. Take a look at their website and projects they have funded in the past.
- **Choose your fund carefully.** Make sure you are eligible. Whilst funding criteria might help shape your project, you shouldn't compromise your project idea to meet the needs of the fund. Find the fund with the best fit – if it doesn't fit, move on.
- **Seek advice.** Many funders have outreach officers who will be happy to assist; this might well pay dividends and save you both time. Speak with partners, funded organisations, Conwy CBC and CVSC for advice.
- **Tell a story.** Can you summarise your project in a couple of sentences? Is it exciting? What is the hook? Convince your partners, stakeholders, sponsors

and funders that you will make a difference and how. Write a compelling story explaining why you are the best people for the job.

- **Be specific, clear, and brief.** Less is more – word limits are not targets! Use bullet points and keep to the point. Avoid complex jargon / language and think about your audience - the chances are they are reading hundreds of applications.
- **Check it.** Make sure you or someone else proof-reads your application to make sure it is all in order and you haven't missed anything. Don't forget to include any extra documents / evidence required when you submit the application.

After you have applied

Unsuccessful application

Don't be disheartened – funding is highly competitive. Learn from any feedback offered, adjust your application and try again in future or build on the feedback and try another fund – persistence is key.

Successful application

Remember to monitor and record all of the information necessary to meet the terms of the funding – this will also be helpful to evaluate and learn from the project for future projects – see further reading below.

Good Luck.

Further Reading

The explanations and example cases provided in this guide have been derived from *Practical Monitoring and Evaluation: A Guide for Voluntary Organisations (2008)* by the Charities Evaluation Service. Whilst detailed guidance on monitoring and evaluation is beyond the scope of this guide, this document is highly recommended as further reading and is available from:

<https://www.scribd.com/document/336080915/Practical-Monitoring-and-Evaluation-A-guide-for-voluntary-organisations#>