

Hull Community & Voluntary Services Limited

Grassroots Grants

Building stronger and more active communities

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Grants Officer

May 2011



Hull CVS
'community and voluntary services'



**grassroots
grants**

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We are grateful to all the people who assisted with this report. We are especially indebted to the Grassroots Grants funded voluntary and community sector organisations who took part in the research. This included 126 groups and more than 18,400 users of these groups.

We would also like to thank the members of the Grassroots Grants Panel for their dedication, commitment and enthusiasm in the decision making process; each brought a wealth of local knowledge and first hand experience from their own involvement in the VCS and who also contributed to this report.

¹ Grassroots Grants Endowment Match Challenge.

² Formerly York & North Yorkshire Community Foundation.

1 List of acronyms / Glossary

CDF - Community Development Foundation

CFN - Community Foundation Network

OCS - Office for Civil Society (formerly Office of the Third Sector)

OTS - Office of the Third Sector

TTLA - Top Tier Local Authority

TTLAA- Top Tier Local Authority Area

VCS - Voluntary and Community Sector

2 Introduction

Background

The Grassroots Grants programme was the initiative of the Office for Civil Society (OSC) – formerly the Office of the Third Sector (OTS). The programme was managed nationally by the Community Development Foundation (CDF), and locally in Kingston Upon Hull by Hull Community & Voluntary Services Ltd (Hull CVS³).

The programme was launched in September 2008 and ran until March 2011.

Grassroots Grants sought to support a long term funding approach and to encourage the sustainability of VCS groups in promoting volunteering, and maintaining the capacity of third sector organisations in building stronger, more active communities.

Nationally, Grassroots Grants provided a £130 million government-funded programme which comprised:

- an £80 million small grants programme made available to small, local voluntary community sector groups;
- a £50 million endowment match challenge, where donations raised by local funders were matched by government and invested to provide sustainable grant funding to VCS groups now and into the future.

Locally:

- £426,935 was made available in small grants to VCS groups in Hull.
- £252,564 was made available through the endowment match element of the programme.

Grassroots Grants were allocated to 149 Top Tier Local Authority Areas (TTLAAs)⁴ Hull CVS acted as the local funder⁵ for Kingston Upon Hull and worked in partnership with CDF to administer and monitor grants of between £250- and £5000. Eligibility criteria for small grants were kept to a minimum, with the annual turnover limit of £30,000 being the main criterion for groups applying for funds.

For the endowment match challenge element of the programme Hull CVS worked in partnership with Two Ridings Community Foundation (formerly York and North Yorkshire Community Foundation) and CDF to raise private and corporate funds that were matched by government providing long-term funding for groups.

³Hull CVS – a Company registered in England No 1570120 & Registered Charity 514311 – Hull CVS supports the sustainable development of voluntary and community groups and promotes volunteering in Hull.

⁴ There were 149 TTLAAs in England. These included metropolitan boroughs, urban unitary authority areas and counties.

⁵ The local funder model which promotes a community development approach to grant giving; locally based organisations, such as local funders, are well placed to better assess local need and opportunities.

2.1 Aims

Programme Aims

The key aims of the Grassroots Grants programme are to:

- Increase immediate grant funding and capacity building support to small VCS groups and to enable them to continue or expand their work including advocacy, community voice and service provision.
- Increase the long-term funding available to small VCS groups from community owned endowments raised from non-statutory donors.
- Improve the sustainability and quality of local grant making by strengthening independent funders.

Evaluation Aims

The key aims of the evaluation of the Grassroots Grants programme is to assess the impact of the Grassroots Grants programme upon groups and the communities they serve through:

- The small grants element
- The endowment element

This report looks at the programmes progress against its stated aims.

3 Methodology

- Analysis of the qualitative data was undertaken manually and the main results were drawn out.
- In line with funding requirements, data gained from the completed self completion questionnaires was collated by Hull CVS using Microsoft Excel and sent quarterly to the CDF Research Team for data analysis.
- Data gained from reports, questionnaires, telephone surveys and local funder feedback was collated using Microsoft Word and Excel and analysed by Hull CVS Grants Officer. The key findings are used to improve services and expertise of awarding grants and providing further support to VCS groups locally.

The data sources on which this report is based include⁶

- Three years Digits data.
- Three years' data taken from questionnaires.
- Surveys.
- Three Years data taken from End of Grant monitoring forms.
- Photographs.
- Telephone interviews, randomly selected with 50% of the Grants Panel
- Feedback from Hull CVS Grants Team
- Report on the Endowment Match Challenge

⁶ Appendix A – Detailed Methodology

4 Results

This section of the report assesses the impact of the programme aims:

- To assess the impact of the small grants element; to increase immediate grant funding and capacity building support to small VCS groups, enabling them to continue or expand their work.
- To assess the impact of the endowment element; to increase long-term funding available to small VCS groups through community owned endowments raised from non-statutory donors.
- To assess the quality of local grant making by strengthening independent funders.

A detailed list of the diversity of organisations and projects that have been supported across the city of Hull can be downloaded from Hull CVS website at <http://hullcvs.co.uk/wp-content/uploads/2010/09/Grassroots-Grants-Awarded.pdf>

4.1 Impact of the Small Grants Programme

This section of the report looks specifically at the impact that small grants have on the groups receiving funding and upon their sustainability.

Infrastructure

Grants Team

Staff promoted the grants programme through Hull CVS website, existing networks, information sessions, mail-outs to public buildings including libraries and community centres, and the local media, throughout the programme. VCS groups were invited to attend Grassroots Grants briefing sessions “This is Grassroots Grants.” Seven sessions were held; (one specifically tailored towards Development and Support Workers).

Eighty people attend the briefing sessions and:

- Learnt more about the grants programme - how Grassroots Grants can contribute towards growth and development of very small VCS organisations.
- Met the grants team.
- Picked up hints and tips on the application process.
- Collected an application pack.

Applicants were also given the opportunity to attend drop in sessions to discuss their project in more detail with a member of the grants team, prior to submitting an application.

Accessing Grassroots Grants

The grants panel met monthly to consider applications.

Applications were reviewed upon receipt; any points in need of clarification were obtained from the applicant organisation. This included such things as checking eligibility of the organisation to apply to the programme, checking that the budget adds up and costings were realistic, and requesting additional information in support of the application⁷.

Acknowledgements of receipt of applications were confirmed with the applicant within five working days of receipt.

Applicants were notified of the panel decision within one week of the panel meeting.

Unsuccessful groups were provided with feedback and encouraged to access VCS support service with a view to reapplying if appropriate. If successful, award letters and conditions of grants are issued, and payments made on receipt of a signed undertaking to agree to the terms of grant.

Successful groups waited on average 7 weeks between applying and receiving a grant.

Monitoring of grants involved the recipient submitting the mandatory End of Grant report, and any unspent monies were returned. The Monitoring Report provided information about project spend, the difference the grant has made to the beneficiaries and the funded organisation. In addition to end of grant monitoring report, successful applicants were encouraged to complete two Self Completion Questionnaires (one at the start and one at the end of the grant reporting period).

Furthermore, in support of the programme aims, “*to increase the capacity building support to small VCS groups to enable them to continue or expand their work*” all applicants were signposted to further sources of additional support⁸ via Hull CVS E-News which included both in-house and external funding and governance, news, events and training and volunteering opportunities⁹.

⁷ Appendix B – Process for Accessing Grassroots Grants applications

⁸ Hull CVS create monthly themed e-news covering upcoming events and opportunities there are currently more than 800 subscribers.

⁹ Appendix C – Overview of in-house capacity building support offered to very small VCS groups.

Grants Panel

The panel consisted of 8 members who all brought a wealth of local knowledge together with first-hand experience from their own involvement in the voluntary and community sector.

Ground rules set for grant appraisal clearly laid out the expectations on panel members in respect of:

Authority	Commitment
Confidentiality	Conflict of Interest
Decision Making	Quorum

On reviewing applications the panel had the option to request more information and could if deemed necessary, defer or make conditional awards in principle. Generally the Grants Officer would follow up questions with the applicant organisation and once clarified would either process the application accordingly or bring back to the next panel meeting for further deliberation.

As part of the evaluation all eight of the Grassroots Grants panel members were invited to contribute to this report by taking part in a telephone interview and completing a questionnaire; six members returned completed questionnaires and four members took part in telephone surveys.

The Grassroots Grants panel participated in a transparent, open, and fair decision making process and said that the expectations placed upon individuals as panel members was clear.

The panel all said that their previous experience and expertise contributed to the decision making process.

The majority of respondents felt that it was important that panel members had previous knowledge and experience about the sector when making panel decisions and felt that each panel member was given the opportunity to put across their recommendations even if the suggestions conflicted with some of the more experienced panel members

All welcomed the quality of support provided and said that they had gained in experience, knowledge and understanding as a result of their involvement as a small grants panel. One person said that they thought that more could have been done to build the skills and confidence of new panel members.

“ The good thing about Grassroots Grants was the way in which applicants were prompted to think about their future sustainability (beyond the life of the grant). I think that this has been a good learning curve for many and should have a positive impact on their future...”

Panel Member

“ Good interaction between panel members was evident at panel meetings. Open, honest and frank discussions took place. Informal peer support among panel members aided the dynamics of the panel. Excellent management and guidance from Hull CVS throughout. ...”

Panel Member

Capacity Building Support

Grassroots organisations were signposted to Fundraising Plus, within Hull CVS. The project is funded by the Big Lottery Fund under its BASIS programme and will continue to run until July 2012. The project assists small VCS organisations with a range of help and support to increase their ability to raise funds with priority given to smaller groups.

This additional support provided health-checks, developmental support, signposting and training to many grassroots groups.

Grassroots groups were encouraged to participate in Constitution training, fundraising, grant seeking, monitoring and evidence gathering and applying for small and large grants¹⁰.

Profile of Funded Groups

Through the surveys and questionnaires comprising 126 funded groups 1416 volunteers and 18,400 users of these groups, we are able to present a profile of the organisations and types of activities being funded through Grassroots Grants. This section of the report explores how groups classify themselves, why they were set up, the different types of work being funded and how groups heard about the small grants programme.

Successful applicants were invited to complete a questionnaire at the start and end of their funded activity; of the 126 organisations funded through the programme 98% of organisations returned a completed questionnaire at the start of their grant and 94% of organisations returned a questionnaire at the end of the grant reporting period. The key findings taken from Questionnaires completed at the start of Grassroots Grants funding are summarised overleaf.

¹⁰ Appendix C – Overview of Training and Capacity Building Support.

Findings

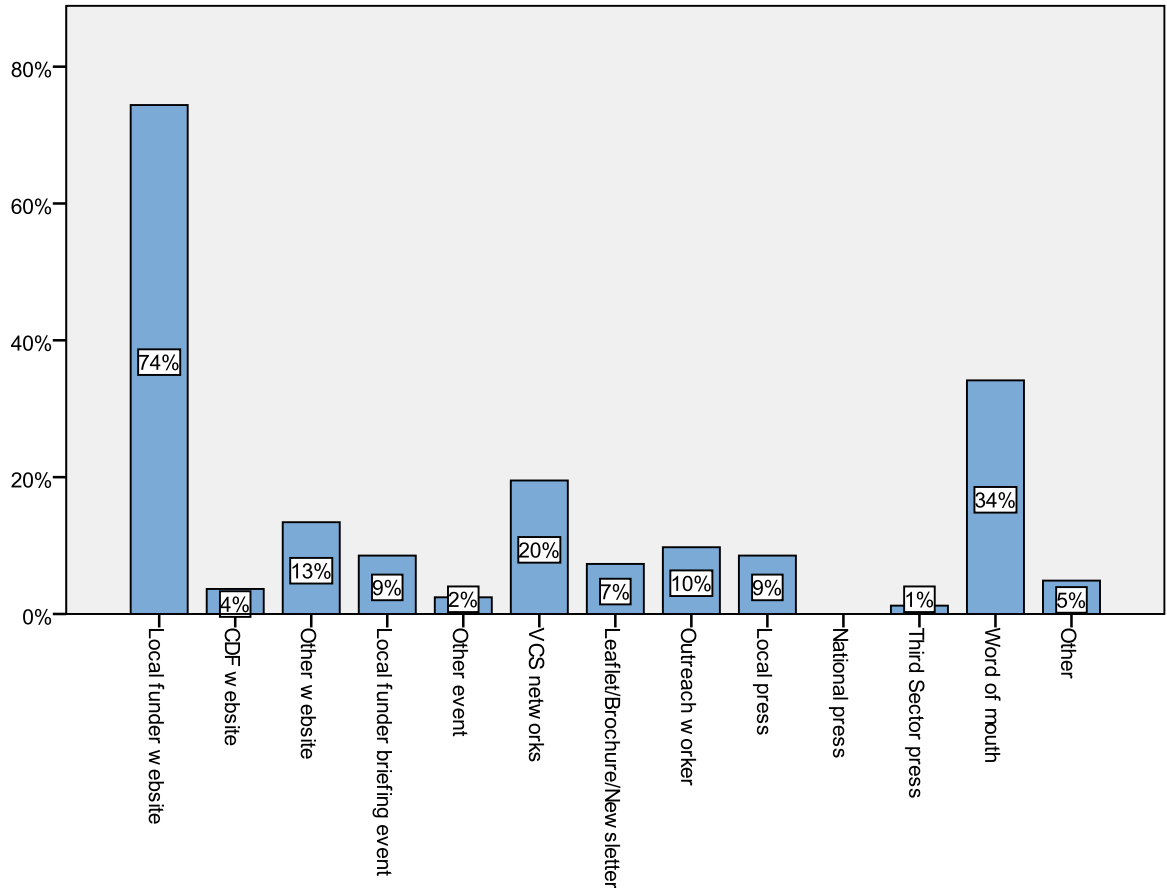
Key findings taken from questionnaires completed at the start Grassroots Grants funding.

The key findings are summarised below.

- The groups first received Grassroots Grants funding between 18th December 2008 and 3rd September 2010. Unless otherwise stated, all data in this report refers to percentages; where percentages total more than 100% this is either due to rounding, or multiple response questions.
- Groups carry out a wide range of activities. The most common being local communities (61%), children's activities outside school (60%), health, disability, social welfare (45%) and hobbies, arts, social (45%)
- Groups receiving funding waited on average 7 weeks between applying for a grant and receiving it; this included the time taken for forms to be returned by groups and queries to be dealt with).
- On average, projects were funded for a period of eight months. Grants were used to support both existing and new activities (57% and 43% respectively); the single most common use of grant being for the purchase of equipment. 60% used their grant for this purpose.
- For 25% of groups, Grassroots Grants was the only source of funding they had received in the two years prior to receiving a Grassroots Grant.
- Almost all, (91%) of groups had originally formed to meet a need in the local community, 70% had been set up to target specific groups within the community.
- Beneficiaries come from a range of ethnic backgrounds, with 93% of groups working with people of a White ethnicity. 52% of groups work with people of a mixed ethnicity, 41% with people of a Black or Black British, and 35% with people of an Asian or Asian British ethnicity.

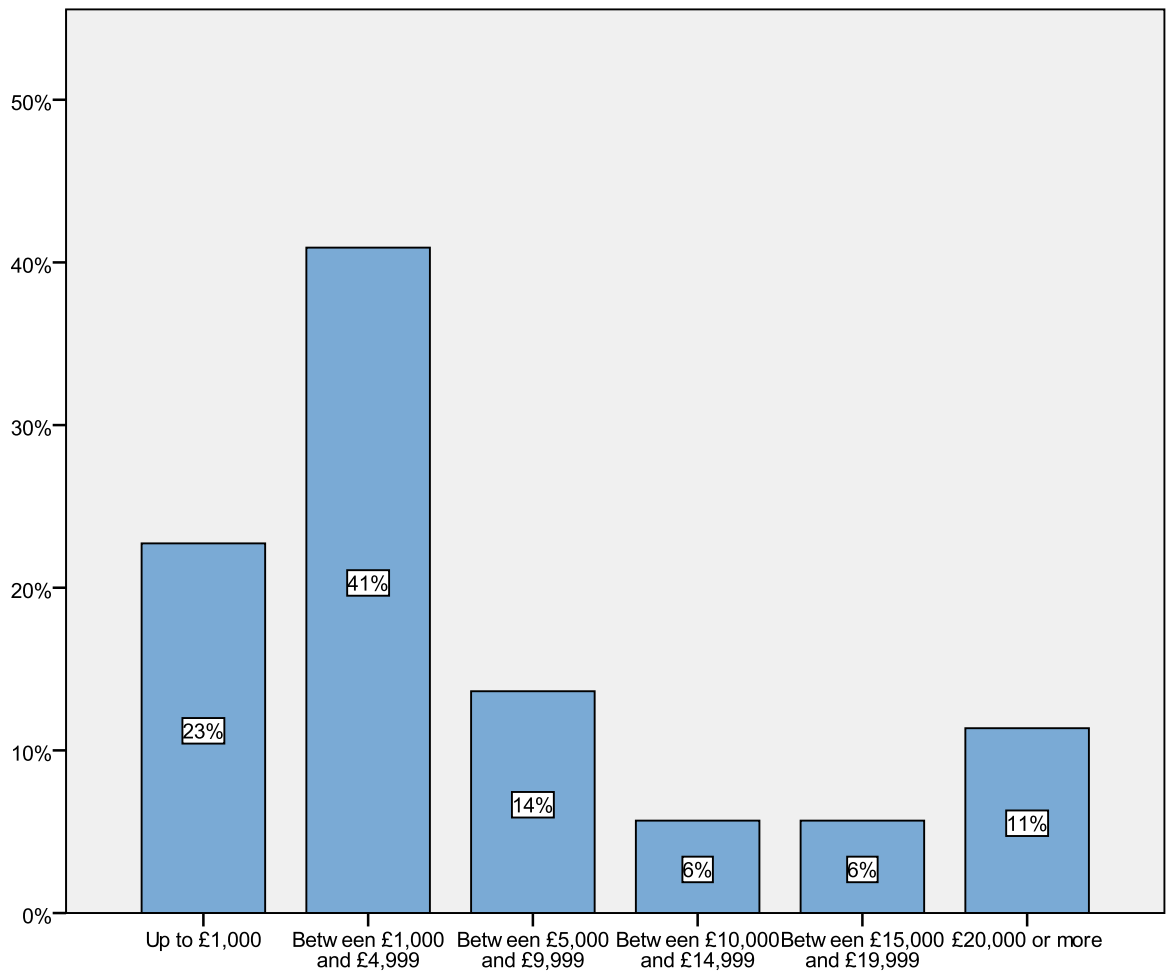
- 74% of groups said that they heard about Grassroots Grants through the Hull CVS website.

How Grassroots Grants Was Heard About



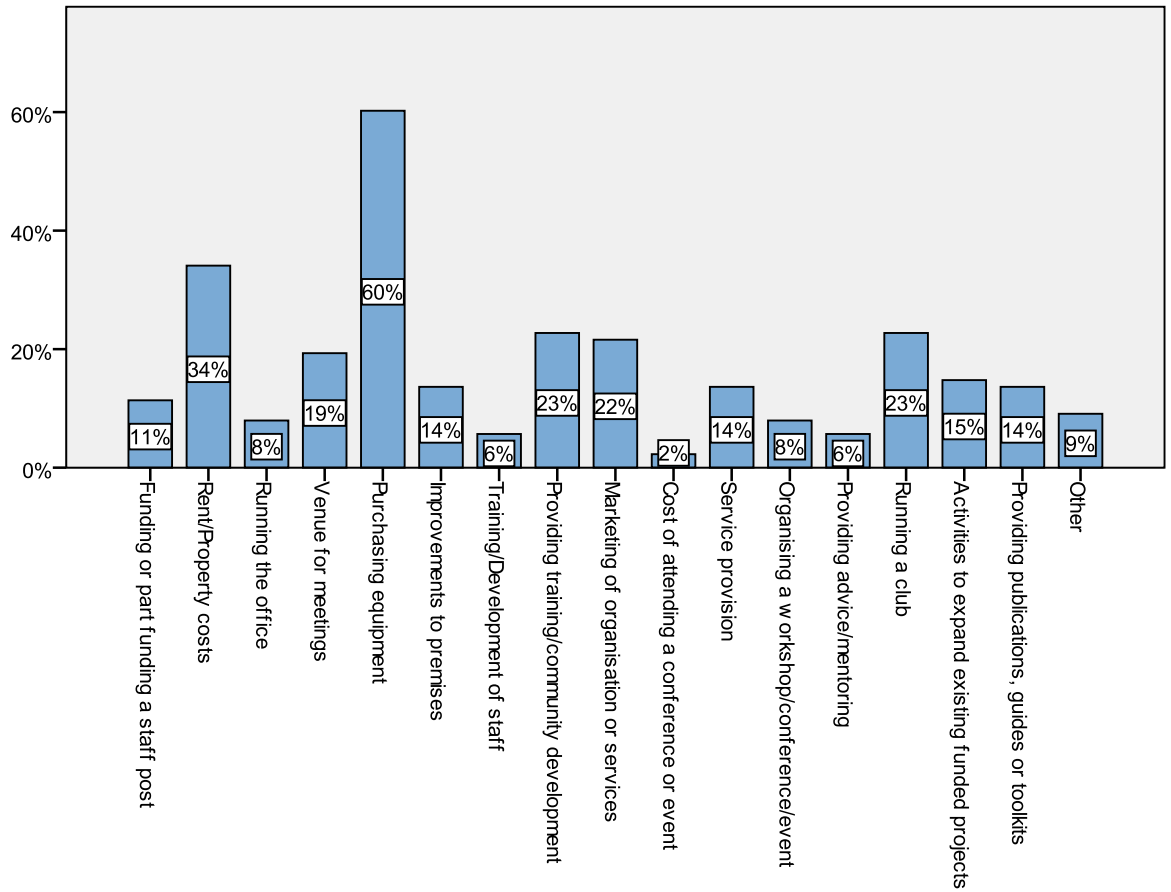
- Between October 2008 and March 2011 Grassroots Grants provided grants to very small VCS groups. 88% of funded groups had an annual turnover of less than £10,000 68% had turnovers of £5,000 or less.¹¹

Annual Income of Organisation Prior to Grassroots Grants



Groups used their grant for a range of work, most notably for purchasing equipment (60%).

Type of Work Grassroots Grants Funding is Supporting



Case Study

Summary of application from Springbank Children's Music Club

Organisation purpose and activities:

Springbank Children's Music Club provides music lessons for children who cannot afford classes and musical instruments. Children between the ages of 5-12 years receive individual tuition in a variety of instruments by professional musicians. As part of the learning process children partake in group music sessions and also arts and crafts activities. The club also welcomes parents and carers with the aim of uniting families through music and play.



The club grew out of the demand of children living the local area who discovered that a musician was living locally and begun asking for music lessons.

Some informal on-street drumming sessions began but demand was such that it was necessary to move towards a more structured and formal environment. As a result the club was established in March 2009 with the aim of uniting families and tackling deprivation by giving children life chances they did not already have.



Many of the participants have behavioural difficulties and learn best in small group sessions or on a one-to-one basis. The children were eager to learn music but they did not have access to musical instruments and the resources to pay for tuition costs.

How the grant was used

The grant was used employ a total of four sessional workers; three workers provided individual and group music lessons and one worker lead open play sessions including games, song writing, and arts and crafts for those waiting for music lesson to begin.



Achievements

Previous funding was coming to an end for the club; receiving the short-term grant proved a lifeline for the club and gave the committee a little breathing space to secure funding from Awards for All to sustain the club in an area which houses some of the country's most deprived children.



Project impact

The grant gave children the opportunity to learn the guitar, piano, violin and/or drums and provided them with a focus. The group music sessions enabled the children to form their own bands and write music for future performances giving them opportunities to take part in activities that would normally be out of reach. Parents and carers have provided excellent feedback on the impact of the club on the lives of their children in terms of skill levels and improved behaviour.

4.2 Impact of the Endowment Match Challenge

This section of the report looks specifically at the impact of the endowment match challenge element, to increase the long-term funding available to small VCS groups from community owned endowments raised from non-statutory donors.

A memorandum of understanding was established between Hull CVS and Two Ridings Community Foundation at the launch of the programme. The Two Ridings Community Foundation acted as a partner agent in Hull to assist with fundraising and to manage the investment of an endowment fund.

As local funder for Hull we tasked with the challenge of raising up to £252,654 which would be matched pound for pound, potentially giving an endowment pot of up to £505,128 and invested for the long term benefit of the local community to enable grant making in the future from the income generated.

The Grassroots Endowment challenge raised 53% of its target. This has been invested for the long term benefit of the local community to enable grant making in the future from the income generated.

5 Conclusion

Grant giving is an important function of Hull CVS and we have used a diversity of approaches in the way we engage with applicants. The city has a broad mix of VCS groups in terms of size and activity type.

Our mission is to support the sustainable development of voluntary and community groups and volunteering in order to promote justice, equality and improved quality of life.

We will use lessons learnt through the Grassroots Grants programme to improve and shape the way we administer grants programmes in the future.

We have a long history of delivering small grants programmes; in partnership with Hull City Venture we ran the Hull Community Investment Fund, and for many years we have been funded by The Sir James Reckitt Charity and Hull and East Riding Charitable Trust to run the Starter Grants and Bransholme Trust. More recently we have been the local funder for CDF in delivering Grassroots Grants, Targeted Support Fund, and Active at 60 Community Agents small grants programme.

We have brought added value to grant making through providing:

- On-going access to Training
- Access to e-news bulletins.
- Access to factsheets.
- Governance and funding assistance.
- Human Resources and Health & Safety Support Service.
- Quality Systems.
- Signposting organisations to the Volunteer Centre for a range of advice and support on all aspects of volunteering.
- Placement of paid staff through the Future Jobs Fund and the Work Programme.
- Providing access to specialist support and advices services through existing memberships of national bodies

Small Grants Element

126 Small VCS groups have benefitted through receiving grants of between £250 and £5000, and groups have been satisfied with the programme, from applying for the grant through to the impact it has had on them and their users.

The grants have funded a wide profile of activities; 57% of grants were awarded to enable groups to continue existing work and 43% were awarded to develop new activities. 26% of the grants were awarded to small organisations that had previously **not** received grant funding prior to receiving a Grassroots Grant. This evidence suggests that the programme is meeting a variety of local community needs.

3% of the value of the grants were spent on volunteer costs and training. The high proportion of people volunteering in groups since receiving funding shows that grants have the potential to make a positive contribution to sustainable communities.

The programme experienced an increase in enquiries and applications received as a result of local publicity, Briefing sessions and one-to-one support. 80 people attended briefing sessions and 27 groups attended support sessions.

One of the key achievements has been the programmes ability to give grants to very small organisations; 21% of funded organisations had an income of less than £1,000, 64% of groups had an annual income of below £5,000 and a further 14% of groups had an income of between £5,000 and £10,000. These findings indicate that the grants provided a lifeline to many micro groups.

At the onset of the programme the original plans were to specify that groups applying for funding should have an annual turnover of less than £10,000 this was later raised to £20,000 at programme launch. Feedback from Hull CVS and other local funders led to the annual turnover limit being raised to £30,000

Raising the eligibility criteria to £30,000 enhanced the flexibility to allocate grants according to local need yet at the same time it did not prevent small groups from accessing grants. 78% of groups funded through Grassroots Grants had an annual income of less than £10,000

In addition, 80% of the value of grants issued were awarded to groups within the £10,000 threshold.

These findings show that the programme supported the original plans which were that groups applying for funding should have an annual turnover of less than £10,000 and suggests that raising the eligibility criteria to £30,000 did not reduce small groups chances of receiving Grassroots Grants

Endowment Match Challenge

The Grassroots Endowment challenge provided a vital incentive for donors to give to their local community. The extra value created by the government 1:1 match meant that donors could see a huge benefit in giving. The challenge attracted new donors who were attracted by both the 'match' element and the concept of Community Foundations that enables their giving to benefit many different local community groups rather than just one organisation.

The major Grassroots donor has been keen to maintain some involvement with the Two Ridings Community Foundation and representatives have joined both the Investment and Grants sub committees. The opportunity to retain this involvement helped secure the major donation.

The Foundation continues to maintain the donor relationship through an on-going level of involvement to match the wishes of the donors.

- Direct and active involvement.
- Regular feedback and reports
- Low level relationship based on annual updates

Donors have been keen to see their donations bearing some immediate benefit in the community. Although investment returns are low in the present economic climate, it has been agreed to launch the small grants scheme based on the income from the Grassroots Endowment, to continue the Grassroots work. The new fund has been launched on the Two Ridings Community Foundation website and promoted on the Hull CVS website. This will be a much smaller fund than the original government funded Grassroots grants programme and initially will only be able to offer a small number of lower value grants. It is recognised that a significant issue will be managing expectations of groups who associate 'Grassroots grants' with a larger grants programme.

The Grassroots endowment match challenge has enabled a £225,000 endowment to be built up for the long term benefit of the people of Hull. It has developed a successful working partnership between Hull CVS and the Two Ridings Community Foundation; overall ensuring Grassroots will leave a lasting legacy in Hull.

6 Recommendations & Lessons Learnt

Small Grants Element

“There is a significant lesson to be learnt from the Grassroots Grants Programme.

Value ought to be placed upon local funders who are able to deliver quality capacity building support within their own organisation.

This provision enabled us to provide support to groups needing to improve their capacity in areas like financial management, governance and planning in order for them to apply for a grant.

It also enabled us to signpost groups to other appropriate sources of funding.”

Dave Rogers
Hull CVS Chief Officer

We use lessons learnt through the Grassroots Grants programme to shape the way we administer future grants making programmes.

The frequency of panel meetings was such that it put an administration burden on the grants team, especially when staff were involved in promotion of the programme through publicity and briefing sessions. Consideration should be given to the panel frequency in any subsequent grants making programmes.

Importance should be placed on having a strong Panel Chair to keep meetings focussed and to ensure all agenda items are considered in a timely manner. In addition, the relationship between Trustees and grants panel ought to be clearly outlined in subsequent grant making programmes.

Endowment Match Element

Fundraising in the city of Hull poses different challenges to those in rural areas and therefore a different strategy needs to be adopted.

There are very few if any major donors in Hull. Therefore the fundraising approach needs to target local businesses and the general public for smaller donations rather than seeking a few major donors. In future fundraising programmes, we need to build in the capacity to undertake this type of fundraising into the programme.

Overall, small grants programmes like Grassroots Grants are invaluable in building and maintaining social capital, especially in areas of deprivation such as Hull where financial resources within local communities are very scarce.

The availability of small grants releases a wealth of human and social capital. Further work should be undertaken by CDF/OCS to commission some research to try to measure and put a value on this human and social capital so that a Social Return on Investment or Cost/Benefit Analysis could be done on small grants programmes.

7 Appendix A

Overview of Methodologies

The different types of fieldwork used in the evaluation are outlined below.

Assessing the impact of the Grassroots Grants Small Grants Programme upon Grassroots groups and the communities they serve			
	Increase immediate grant funding to small VCS groups and to enable them to continue or expand their work	Increase the capacity building support to small VCS groups to enable to continue or expand their work	Improve the sustainability and quality of local grant making by strengthening independent funders
Digits Data ¹²	✓	✓	
Tracker Questionnaires ¹³ 2009-2011	✓	✓	
End of Grant Monitoring Forms ¹⁴ 2009-2011	✓	✓	
Telephone Interviews ¹⁵	✓	✓	
Local Funder	✓	✓	✓
Surveys	✓		
Photographs	✓		
Grant Panels	✓	✓	
Training ¹⁶		✓	

¹² Three years data taken from application forms and stored in Digits database.

¹³ Three years data taken from questionnaires; funded groups were asked to complete self completion questionnaires at the start and end of the grant reporting period. Data was collected by Hull CVS Grants Officer and collated by CDF Research Team.

¹⁴ Created, monitored and evaluated by Hull CVS Grants Team

¹⁵ randomly selected with four members of the Grants Panel and 10 funded groups.

¹⁶ For detailed training see Appendix C

Appendix B

Overview of the process for accessing Grassroots Grants

The process for accessing grants had the following milestones:

Key Milestones in Accessing Grassroots Grants: Small Grants Element
Initial expression of interest made by an organisation made to Hull CVS either directly or via VCS support services.
Eligibility for Grassroots Grants checked by the Grants Officer using the eligibility checklist.
Application form and guidance notes released to eligible groups; ineligible groups signposted to other sources of help (Financial and non-financial).
Assistance offered to groups preparing applications either by the Grants Officer or VCS Funding Advice Workers.
Applications submitted to Hull CVS.
Applications reviewed at Hull CVS by the grants team and where appropriate, clarification or additional information sought from the applicant.
Referee consulted as required.
Applications assessed by volunteer assessors.
Summary report prepared in advance of the grants panel meeting and papers circulated to members.
Appraisal of grant applications and decisions made (approved, on condition, deferred, rejected)..
Grant Agreement drawn up, issued, signed, returned by the group.
Identity of three key committee members verified.
Payment Released.
Commencement of monitoring procedures.

Appendix C

Overview of the training and capacity building support offered to groups accessing Grassroots Grants

The following table provides a list of the training opportunities made available to all grassroots groups in Hull and delivered at Hull CVS offices.

Training		
Course Duration	Course Title	Overview
1 Day	That Constitution Thingy – Get it Right First Time	An informative “Good Practice” course covering key elements of what makes a good group, club or association Constitution. Course covers practical activities and explores common issues faced by groups and a resource pack to help groups get started in reviewing, amending or drafting their Constitution.
1 Day	First Steps in Sustainability	A fundraising workshop aimed at VCS groups and Social Enterprises to help them to consider short and longer term plans. The workshop considers pros and cons funding alternatives to grant funding (ie income generation) and looks at what groups need in place to access a range of different funding streams and where they can access information and support.
1 Day	Bidwiter Basic 1	A one day course aimed at improving the skills of VCS groups in applying for grants up to £10,000. The course looks at how to find suitable funders, what funders look for in funding applications, how to present a fundraising case and how to formulate a project profile.
1 Day	From Tin Rattling to Talent Shows – How to raise money from the public.	A one day training event aimed at equipping groups new to fundraising with the tools and ideas for raising money from the public and putting the <i>fun</i> into fundraising. Furnishing Committee Members and volunteers with the necessary skills to help their group with fundraising as they explore and plan difference fundraising activities and get to know the law (ie which activities might need licences or have other legal / regulatory considerations).
1 Day	Prove It	A one day introduction to monitoring, evidence gathering and end of grant reports for small VCS

		groups. Looking at the importance of collecting information and keeping evidence about groups' work, the people that that help and project need. A simple and effective way of gathering information helping groups think about what evidence they need to gather as proof for funders and others.
1 Day	Applying to Children in Need Workshop	<p>A one day workshop aimed at organisations working with disadvantaged children and young people under the age of 18 years who are considering applying to the small or main grant programmes.</p> <p>Workshop will look at the application process, case studies, collecting evidence and safeguarding children and young people.</p>
1 Day	Applying to Awards for All	<p>A one day workshop aimed at organisations who are considering applying to the grants programme.</p> <p>Workshop will increase delegates awareness and understanding of the programme and what constitutes a fundable application including avoiding common mistakes in applications, what can and cannot be funded and 1-2-1 support sessions.</p>