

Please note: this funding programme closed on 9 October 2020 and applications are no longer being accepted. We will be in touch with applicants in due course.

Funding for Local / Regional Infrastructure: Application Guidance

Local / regional infrastructure charities should read this document before applying for funding. This document includes the full eligibility criteria and provides additional information about our funding for local / regional infrastructure charities. It also includes further details about the online application form and the information we will be looking for in applications.

Please be aware that there are strict geographical eligibility criteria for this funding and you can only apply if you operate in at least one of the areas listed in this document.

Our objectives for supporting infrastructure

In developing a programme aimed at supporting infrastructure organisations our objective is:

To ensure local and regional infrastructure organisations are informed by insight from and give voice to small and local charities, getting the issues small and local charities face on the agenda and ensuring the expertise of small and local charities shapes the 'new normal' / build back better.

This is a one-off funding opportunity in recognition of the vital role of local and regional infrastructure organisations in advocating for small and local charities at the same time as these organisations need to adapt their own models to stabilise their finances and explore how they can best continue to operate effectively.

At a glance: Our eligibility checklist

We would welcome your application if your organisation meets the following eligibility criteria. You will need to be:

- ✓ A registered charity in England and Wales, with at least one set of annual accounts published on the Charity Commission website (for partnership applications, you must be led by a charity registered in England and Wales)*
- ✓ Operating in at least one of the local authorities we list on Pages 3 and 4 of this document

- ✓ Providing infrastructure support (both organisational development support and advocating and raising the voice of small and local charities) to a number of small charities local to you
- ✓ Led by a Trustee Board comprising more than three (unrelated) members

*Partnerships and consortia are eligible to submit an application where the lead partner meets the grant programme criteria. All partnership funding will be directed through the lead partner which will also be responsible for any grant requirements and reporting.

The funding available

We have a total fund available of £480,000 and anticipate making 16 grants of £30,000.

Grants will be available for core costs. Charities can use the funding over 1-2 years.

We will make final grant decisions in December 2020 with grants anticipated to start on 25th January 2021.

Ring-fenced support for Black, Asian and Minority Ethnic organisations

Within this programme, we are ring-fencing 25% of grants for infrastructure organisations that support Black, Asian and Minority Ethnic organisations and which are led by members of Black, Asian and Minority Ethnic communities; those where more than half of the Trustee Board of the infrastructure organisation self-identify as belonging to such a community.

At least four of the grants made through this programme will be directed to these organisations.

The additional support available

It is hoped that the funding will help to provide infrastructure organisations with some space to reflect and adapt. With many organisations' income hit by reductions in traded income, we anticipate organisations will need to develop new models.

To support this activity we aim to provide additional non-financial support to grant holders through:

- access to development support through our Enhance programme:
<https://www.lloydsbankfoundation.org.uk/we-develop/support-for-charities-to-develop>
- peer learning opportunities across the cohort
- peer support opportunities for leaders of funded organisations

If applying for this funding, you should be:

- ✓ Committed to measuring impact and adaptive learning, reflecting on progress and adapting
- ✓ Willing to work with a highly engaged funder and within a cohort of grant holders as part of development support.

The parameters for organisations funded under this programme

Geographical restrictions apply to this funding programme. This programme is not open to all local and regional infrastructure organisations.

Organisations can apply if they meet our criteria and operate in at least one of the geographical areas listed below. Organisations can apply if either they work specifically in the listed local area, or the region that they work in includes at least one of the areas listed below. (Organisations that operate nationally are not eligible to apply.)

In England the areas selected are those facing some of the greatest challenges, as informed by external independent research. The selection is based upon local authority areas' [Community Needs Index](#) (CNI) ranking combined with their 2019 Indices of Multiple Deprivation (IMD) ranking. To create this, we used local authority level IMD average rank, and created a local authority level population weighted average for the CNI, so that we could compare different local authority areas. The areas listed below (and eligible to apply) show the 25 local authority areas that face the highest challenges in England on this scale excluding those areas where we are already working closely with local partners through our [People and Communities](#) work (Great Yarmouth, Halton and Bolsover) – precisely because we are already working closely with the local infrastructure organisations in these areas.

England areas – if your organisation operates in at least one of the areas listed below, you are eligible to apply:

- | | | |
|---------------------|------------------|--------------|
| • Tendring | • Fenland | • Blackpool |
| • Hartlepool | • Hastings | • Ashfield |
| • Knowsley | • Corby | • Stevenage |
| • Burnley | • Boston | • Hyndburn |
| • Thanet | • Basildon | • Rossendale |
| • Torridge | • Middlesbrough | • Eastbourne |
| • Tameside | • Redditch | • Gosport |
| • Barrow-in-Furness | • South Tyneside | • Doncaster |
| | • Cannock Chase | |

We did not have access to the same data set for local authorities in Wales. In Wales, our area selection is based on areas where we fund relatively high numbers of small and local charities delivering frontline services. A key driver for this funding is to ensure local / regional infrastructure organisations can raise the voice of and advocate for small and local charities, so we are focusing our support on those areas where the infrastructure organisations will have a particularly important role in speaking up for the small and local charities we fund.

Wales areas – if your organisation operates in at least one of the areas listed below, you are eligible to apply:

- Cardiff
- Carmarthenshire
- Conwy
- Gwynedd

Organisations awarded funding through this programme will also need to be able to demonstrate:

- ✓ How their membership / constituents include small and local registered charities tackling complex social issues
- ✓ How their influencing work listens to small and local charities and aggregates their experiences to identify patterns, issues and opportunities
- ✓ How their influencing work raises the voice of small and local charities
- ✓ How they plan to advocate for small and local charities in local recovery and build back better plans over the next 12-24 months
- ✓ An understanding of the challenges facing their organisation and an indication of how they plan to adapt to be able to stabilise in a challenging operating environment

Through this programme, we are seeking to fund a range of organisations from the areas outlined above across England and Wales.

FAQs

- **What do you mean by an ‘infrastructure organisation’?**
We are looking to support organisations which support other charities, both in terms of providing practical organisational development support and that represent the views and experiences of small and local charities and help them to raise their voice. This programme is focused on those infrastructure organisations operating at a regional or local level. Infrastructure organisations operating nationally are not eligible to apply.
- **What do you mean by ‘local or regional’ infrastructure organisations?**
We are focusing this programme on those infrastructure organisations operating in a single locality / region. For example, this could be at a local authority level or a regional level (e.g. South West England). This programme is not open to national infrastructure organisations or those operating across more than one distinct geographical area. Please see above for a list of geographical areas which can apply for this funding.
- **What do you mean by influencing work that raises the voice of small and local charities?**
We want to support infrastructure organisations that advocate for their small and local charity members. For example this could include collating information from members about the challenges they face and drawing attention to the support that is needed alongside representing members to push for change to improve local systems. In some cases this could include coordinating meetings

between local authorities and local charities and identifying how to overcome some of the challenges faced by local charities.

- **Why can only organisations in some specific geographic areas apply?**
This is a relatively small one-off fund and we only anticipate funding 16 organisations. We are restricting applications to reduce the number of unsuccessful applications and reduce the amount of time charities waste in applying. We have selected the areas based on where we believe there is a particular need for more investment in local and regional infrastructure support.
- **Why are there no London local authorities included in the list?**
The list of local authorities able to apply for this funding is based on a combination of rankings using the [Community Needs Index](#) and the Indices of Multiple Deprivation. The Community Needs Index was developed for research published by [Local Trust](#) and combines national data sources to help identify those areas most in need of investment in social infrastructure. By using both the Community Needs Index and Indices of Multiple Deprivation, we can combine measures of deprivation with an understanding of civic assets, connectedness and active and engaged communities. We recognise that there will be many infrastructure charities operating in London who would benefit from this funding but are focusing on areas outside of London that have been identified as facing the greatest needs using this research.
- **What do you mean by infrastructure organisations focused specifically on support for Black, Asian and Minority Ethnic-led organisations?**
These are organisations that should fit the definition of ‘infrastructure organisations’ outlined above but should also be specifically focused on supporting Black, Asian and Minority Ethnic-led organisations, as set out in the organisation’s mission. We recognise that for an infrastructure organisation to really understand the needs of the charities it supports, it must be ‘by and for’ that specific community. Therefore we are particularly interested in supporting those infrastructure organisations led by members of Black, Asian and Minority Ethnic communities; those where more than half of the Trustee Board of the infrastructure organisation self-identify as belonging to such a community.
- **What do you mean by small and local charities tackling complex social issues?**
We are particularly interested in your work to advocate for charities with an income under £1m which support people aged 17 or over facing complex social issues. For further information about how we define ‘complex social issues’ see: www.lloydsbankfoundation.org.uk/we-fund
- **What do you mean by ‘recovery and rebuild phase’ and ‘building back better’?**
We use ‘recovery and rebuild’ to refer to the next stages of the coronavirus crisis. After the initial immediate shock of the pandemic and the need to respond to the health emergency, we now face the huge challenge of adapting to a new way of living and working. Yet we know that life before the crisis wasn’t perfect. People facing complex social issues and the charities supporting them face significant challenges. As the country recovers from the health crisis, there should be an opportunity to not just revert to how life was before the crisis – but take the learning about what works well and what doesn’t to inform a new

approach. It is developing these new, improved approaches and systems that we refer to as 'building back better' (i.e. not reverting to old ways of working).

As part of this, we believe there is a chance to reshape local systems and relationships so that they better engage with and work for small and local charities and the people they support. We believe small and local charities need to be at the heart of designing what your local area should look like and how it will work, amplifying the voices of people that are too often unheard.

- **Some of our members / constituents are small and local charities tackling complex social issues but we also support bigger charities and charities working in other areas. Can we still apply?**
Yes, you can still apply but only where you can demonstrate how your work to influence change listens to and raises the voices of small and local charities tackling complex social issues. We are particularly interested in supporting infrastructure organisations where more than 50% of members / constituents have an income of less than £1m.
- **We support charities tackling complex social issues but they are focused on campaigning and don't deliver services. Can we apply?**
Yes, if you meet the other criteria, including having a local / regional focus.
- **We are a service delivery charity that has taken on an organising role locally, advocating for the sector – but we weren't set up as an infrastructure organisation. Can we still apply?**
You can apply if you can demonstrate how you meet the criteria – including how your work brings together the views and experiences of small and local charities in your local area / region and how you provide practical development support.
- **We already receive funding from the Foundation for something else. Can we still apply?**
Yes.
- **We support small and local charities working on one complex social issue. Can we still apply?**
Issue-specific infrastructure organisations can only apply where they have a local / regional remit **and** are focused on one of the 11 complex social issues highlighted at: <https://www.lloydsbankfoundation.org.uk/we-fund> or where they support charities working with communities that have been particularly affected by Covid-19.
- **There are high levels of need in my area but it's not listed in your criteria. Can I still apply?**
No. We are limiting applications based on needs that is informed by external research in England and clusters of our funding in Wales. This is because we want to target our funding on those areas facing the greatest challenges. We also anticipate a high level of demand for this funding and want to minimise the number of charities who will be unsuccessful where possible, so are focusing our funding on target areas.

- **How will you measure success?**

We will be providing core funding through this programme so you can use it in the most appropriate way for your organisation but in the reporting, we will want to understand your progress against the plans outlined in your application, namely:

- your progress in raising the voice of small and local charities locally
- your progress in adapting your organisation to survive in the new environment

The application process

If you meet the parameters above and you would like to apply for funding, you can complete an application form online.

The application process is split into two stages:

- Stage 1: Online application form: We will use this form to understand how you meet the objectives of this funding and the parameters set out above.
- Stage 2: Successful applicants at Stage 1 will be invited to an online / telephone interview.

The deadline for Stage 1 applications is 5pm on 9th October 2020. Stage 1 applications will be assessed by staff at the Foundation and external experts, based on how well they meet the criteria and our programme objectives. These assessors will also carry out the Stage 2 interviews.

We anticipate inviting up to 30 applicants for a Stage 2 telephone / online interview to further explore your role in advocating for small charities, your plans for influencing as part of your area building back better and your appetite for development – we want to understand how you think your organisation might need to change and your capacity to engage in development support.

Stage 2 interviews will take place between 4th and 20th November. Please ensure that someone with the ability to discuss this application will be available for a call during this time.

We will notify applicants through to the second stage about the outcome of their application in December 2020. Grants are expected to start on 25th January 2021.

The application form

The guidance below provides further information about what we're looking for in the application form. Please read this guidance before completing the form.

You are encouraged to select 'Save my progress and resume later' at the top of the form, so that you can complete the form in different stages if you wish.

Section 1: Your organisation

This section is for us to find out more about your organisation. If you are applying as a partnership, the lead partner should complete this section.



- 1.1 Which geographical area listed in the application guidance do you cover? (**Only organisations operating in one of the listed geographies are eligible to apply.**) You can select up to three local authority areas. If your work includes at least one of these areas but also includes a wider area, please use the text box to explain the area you cover.

Hold down the 'Ctrl' key on your keyboard to select up to three areas.

We are tightly restricting the number of organisations that can apply to this funding by geography. This is because we can only make a small number of grants through this programme so we want to reduce the number of charities that spend time applying when they will be unsuccessful in accessing funding.

We know that there will be many more local and regional infrastructure organisations outside of the areas we have identified carrying out important work and facing many challenges. We are sorry that we cannot expand this funding to allow all organisations to apply and fund more charities.

We have based our selection of areas on where we think our funding could make the biggest difference. To inform the selection we have used external research from Community Needs Index and Indices of Multiple Deprivation in England and our own data about where we fund small and local charities in Wales.

You should only progress with your application if you operate in one of the listed areas. *If you continue with an application when you do not specifically operate in one of the listed areas, your application will be automatically rejected.*

If you operate regionally and the region in which you operate includes at least one of the local authorities listed, you can apply. Please identify the relevant local authority.

- 1.2 If your work includes at least one of these areas but also includes a wider geographical area, please outline the geographical area you cover. (max. 100 words)

You might work across a bigger local area than the local authority listed, or your organisation might support charities across a region. You can still apply if your geographical coverage includes at least one of the areas, as long as you still have a local / regional focus (i.e. you are not a national organisation). Please tell us about the geographical remit for your organisation.

Your registered charity number: *Please tell us the number as listed on the Charity Commission for England & Wales' online register*

The legal name of your charity (the name that appears on the Charity Commission's register of charities)

Your charity's trading name where it is different to the legal name of your charity: *If your official registered organisation name is different to the name*

people know you by, please tell us which name you prefer to use. Leave this blank if you use your official registered organisation name.

Your charity's address

- a) Address
- b) City/town
- c) County
- d) Postcode

Your charity's website address

Your charity's Twitter handle (if appropriate)

Main contact for this grant application: *This will be the person we contact about your application. Please note, this person should be available between 4th - 20th November when we will be notifying applicants if they are through to the second stage and if so, arranging a telephone interview.*

- a) First name
- b) Surname
- c) Job title
- d) Phone
- e) Email

1.3 Please tell us about your up to date accounts and how your financial outlook might have changed since your last published accounts.

(200 words max)

We will look at your latest accounts published on the Charity Commission website but we realise that a lot may have changed to your finances since the onset of the pandemic. Please outline any significant changes to your income and expenditure e.g. trading income has reduced or any impact on your reserves. We expect that the pandemic will have had a negative impact on the finances of many of the charities we support and we will seek to focus our support on those charities that have had been impacted but also that have a plan to adapt to the new environment.

1.4 Is your organisation's core mission/purpose to provide support for Black, Asian and Minority Ethnic communities?

We are collecting additional information to ensure that this programme includes infrastructure organisations specifically aiming to support Black, Asian or Minority Ethnic-led organisations. This information will help us to identify these organisations.

1.5 Which category does the specific community you provide support for best fit into?

Please select the community that best describes who you support.

1.6 Would you describe your organisation as being led by-and-for Black, Asian and Minority Ethnic communities?

By this, we mean does your organisation have a majority of members of its governing body from ethnic minority backgrounds?

These questions are to enable us to identify organisations with a specific mission to support Black, Asian and Minority Ethnic communities and Black, Asian and Minority Ethnic-led organisations.

If you have answered 'no' to these questions, this information will not inform our assessment of your application at this stage. Any information provided will be treated as strictly confidential and will be used for statistical monitoring purposes only. No information will be published or used in any way which allows any individual to be identified.

If you have answered 'yes' to these questions, this will enable us to consider your application as part of our priority for including these organisations in the programme.

1.7 If you would like to share any additional information that relates to the above questions, please do so below.

(50 words max)

Section 1a: Partnerships

1a.1. Are you applying on behalf of a partnership? If yes, please provide partner details below. You can add up to three partners.

You can skip this section if you are not applying as partnership. If your partnership has more than 3 members, please fill in the details for 3 of them and you can let us know there are more by emailing:

policy@lloydsbankfoundation.org.uk

Partner 1

Organisation name:

Partner 2

Organisation name:

Partner 3

Organisation name:

1a.2 Please outline the roles of each partner in the partnership.

(300 words max)

We want to understand what each partner brings to the partnership and where responsibilities lie. If you are successful in progressing to the second stage, we

will ask to see your memorandum of understanding or equivalent for the partnership.

Section 2: Your eligibility

2.1 Please tell us about the work your organisation does and who you support.

(350 words max)

We want to understand whether your membership includes small and local charities. Please include what percentage of your membership is small and local (i.e. the percentage of members that have an income below £1m per year). This is your chance to demonstrate how your membership reflects the types of charities that we partner with at the Foundation so we're keen to understand the types of causes your membership charities support too.

If your membership is focused on a particular sector / cohort, please tell us what that is.

Section 3: Your work

3.1 Please outline the key challenges facing your small and local charity members? How do you know what they are and how do you help address them?

(300 words max)

Your answer should indicate how you understand the needs of your small and local charity members. This could include how you consult with members, collect data about what they're seeing or have a small charity-led governance structure for example.

What have you heard from your small and local charity members about the issues they are facing? What are your members asking for support around? What are the issues they want addressed and importantly, how do you help them tackle these issues? We're particularly interested in your role in influencing others to support small charities.

3.2 Please tell us how you help raise the voice of small and local charities.

(300 words max)

We want to understand your experience and track record of influencing on behalf of small and local charities and the changes you've helped to make on their behalf. We're also interested to know what role you've played with local organisations during the pandemic.

3.3 What are your plans to raise the voice of and advocate for small and local charities over the next 12 months?

(300 words max)

We are particularly interested to hear how you will seek to ensure small and local charities are the heart of systems and approaches as local areas look to recover from the Covid-19 crisis.

Society has shifted dramatically since the onset of the Covid-19 crisis and there will continue to be significant changes to the way in which charities work and their role in society more broadly. As local areas look to recover and rebuild, we believe there is an opportunity to make sure small and local charities are at the centre, bringing together their expertise and connections to inform how systems and services should operate. How do you plan to make sure small and local charities' voices are heard in this context? What are the opportunities in your area to make sure 'building back better' is shaped by small and local charities?

In your answer, please refer to any specific opportunities you have to engage with small charities and statutory agencies. It may be useful to reference your understanding of the local context in which charities and statutory agencies are working.

3.4 What do you think are the key risks facing your own charity over the next 12 months?

(200 words max)

These risks might be financial or operational for example. We expect charities applying for this funding to be facing significant challenges but it's important that applicants are able to identify what these are and what risk they present to your charity.

3.5 How do you plan to adapt your own organisation / approach to overcome the challenges you face over the next 12 months?

(300 words max)

While you might not have all the detailed answers yet, we are looking to fund organisations which have been able to identify what work may be needed to overcome the challenges that the charity faces.

3.6 All grants are £30,000 but may be spent over 1 or 2 years. Would you want to spend your grant over 1 or 2 years?

Please select your chosen option.

Authorisation and consent

Please read this section carefully as it includes basic terms and conditions that you need to agree to if you wish to apply for this funding.

Contact preferences

Please let us know how you would like to hear from us.

When you have completed the form, click the box so we know you're not a robot and then press 'Review Application' at the bottom of the page. You will then have a chance to check your answers on the following page. When you are ready to submit, please press 'Confirm' at the bottom of that page. You will then receive an automated message to confirm submission of your form.