



Lambeth Made
'Make it Happen'

The Lambeth Made Project Builder is designed for local residents, community based groups and small to medium sized voluntary sector organisations. We want to help you become part of the Lambeth Made community and help make a difference to the lives of children and young people in Lambeth.

Being a Lambeth Made projects means you will benefit from being part of an established brand. Your work will be more easily recognized by funders and local businesses involved with Lambeth Made.

There are four areas we want you to think about when you are developing a Lambeth Made project. Read on, then get building.

1. Make it happen

- **Define your aims** - are you totally clear what you want to do and how it will work?
- **Consult the community** - do local people agree that the project is needed?
- **Identify your beneficiaries** - do you know exactly who you are hoping to help?
- **Consider the legal stuff** - will you be running a trust or a charity, do you need insurance, are you taking responsibility for a public asset?

2. Make it meaningful

- **Prepare to prove it works** - have you decided how you will know you've got it right?
- **Know when it's working** - have you drawn up a realistic timetable?
- **Be focused** - have you identified one core ambition you can begin with?
- **Always monitor and evaluate** - what evidence of success will you collect?

3. Make it last

- **Be socially sustainable** - will your project inspire the community and stay relevant?
- **Plan economic sustainability** - do your finances address medium and long-term needs?
- **Don't forget material resources** - have you budgeted for maintaining buildings and equipment?
- **Get some help** - do you know who to ask those difficult financial questions?

4. Make it Lambeth Made

- **Adopt the brand** - do you use the Lambeth Made logo on your website and leaflets?
- **Join the network** - are you following us on social media and reading the newsletter?
- **Free resources** - do you use the Lambeth Made database to connect with funders and partners?
- **Exploit events** - are you attending Lambeth Made events and conferences to learn about best practices and share your experience?

Jargon and Key Words

Look out for explanations of key words commonly used by workers throughout the toolkit plus some acronyms at the end.

Links

There's also a list of websites that will make setting up a Lambeth Made project easier for you.

Make it happen

1. Define your aims

Be clear on what you want to do and how best to do it. Do you want to offer a service for local children by setting up a play scheme on your estate? Maybe you are thinking about putting on one-off events for young people across the borough? Is your project offering advice face-to-face in the local community centre, or is it online friendship via social media?

Can you describe how things are now and how things will be if your project is successful?

Maybe children need better spaces to play in and if your project is successful it will improve the mental and physical health of families on your estate.

How will the children and their parents behave differently?

What will they be saying and doing differently?

What can you measure that will show the changes if your project was successful?

Aims, Objectives, Goals and Targets

Aim: What you want to achieve in the long-term. 'Local young people will be getting more physical exercise and improving their mental health'.

Objective: A specific short-term measure that shows you are heading towards your aim. 'There will be a 25% increase in use of the cage on the estate'.

Goal: Indicates whether you have achieved your objective 'We will have at least ten people attending football sessions by the end of the summer.'

Be SMART and set your objectives:

- **Specific** - clearly state what is to be achieved, e.g. more opportunities for outdoor play for children living on Roupell Estate.
- **Measurable** - identify a way of measuring success, e.g. increased numbers of children seen playing outside at specified times.
- **Attainable/Agreed** - will other residents of the estate, particularly those without children, support your aim?
- **Realistic** - Is there somewhere on the estate where you could create safe outdoor play space?
- **Timed** - When will you start, when will things start to change, when will your target be achieved?

A SMART objective would be 'to increase the number of children seen playing outside on Roupell Estate between 4 and 5 p.m. on weekdays in June by 25% within 12 months'.

Here are a couple of views on setting SMART objectives: www.artspromotional.co.uk/magazine/article/making-your-aims-achievable

<https://civilservice.blog.gov.uk/2016/04/12/top-tips-on-setting-objectives-that-are-right-for-you>

2. Consult the community

Make sure the local community agrees that what you are planning is what they need. They may think you're right about the problem, but tell you that teenagers staying inside playing on computers is their main concern and suggest a sports area might work better. Talk to the people who you expect to be project users, the children and young people and their parents to make sure your efforts and resources are going in the right direction. Look at what other services are being offered in the area. Can you do it better for your target group? Could you work together?

Resources

The things you need to make the project happen. This can be people, equipment, a place, funding (money) or anything else that you have to have if the project is going to happen. For an estate based football project this could be a coach, a space to play, nets, balls and money to pay for them.

The Scottish National Standards for Community Engagement offers good ideas to help with community engagement. They're designed to help people running projects understand exactly what local people need. Here's a link to their website: www.scdc.org.uk/what/national-standards



3. Identify your beneficiaries

You need to be clear on who you are seeking to help. You can identify them by their age, by where they live; by what they do or by what they don't do. How you do it will depend on the aim of your project. For the outdoor play project, it would be the young people, their families and maybe even local schools.

Make sure you talk directly with your beneficiaries so you know you're heading in the right direction. They're the experts on the problem or issue that needs solving.

Here are some ideas on involving service users: www.theguardian.com/voluntary-sector-network/2014/mar/19/charities-how-to-involve-service-users

<https://www.healthwatch.co.uk/news/2018-02-08/how-are-people%E2%80%99s-views-influencing-health-reforms>

Mind your language when identifying your beneficiaries. Avoid negative labels and stereotypes. You need to target your services at the right people, but don't put people off the project by the words you use. You shouldn't call the young people you want to get playing football 'couch potatoes' or 'gaming addicts, they might be offended by those descriptions or not recognise themselves in the words used.

Beneficiaries

People who will benefit from the project you are setting up. Beneficiaries of the football estate based football team would be the young people, people living on the estate and the local schools.

4. Plan sustainable funding

To work well most projects need long-term funding. One grant might get you off to a good start, but you need to work out how to keep the money coming in. You might want to apply for other sources of funding or work out how to generate income by selling services. You could offer some free spaces on the scheme and sell some spaces to people who don't live in the area. You need to know how to make the cash flow.

Sustainable

Long-lasting. An estate based football project that ran year after year would be a sustainable one.

Lambeth Made is encouraging local businesses to get involved in projects for children and young people. Good businesses know that 'Corporate Social Responsibility' is good for them as well as the community. Don't be afraid to approach local businesses and ask for their help. You could ask your local professional football club for sponsorship, or to donate free balls and cones.

If you are going to be applying for grants, you need to show clear aims, objectives and the planned outcomes of your project. You need to show you understand financial planning, how to be sustainable and that you are able to convince funders. There's more on this in the next section of this toolkit.

5. Consider the legal stuff

As with a business, there will be some legal issues you need to know about when running a project. It may be related to the type of service you provide, such as safeguarding if you work directly with children and young people. If anyone works for the project there are issues about being an employer. There may be issues about properties that you may rent or own.

NCVO, The National Council for Voluntary Organisations is always a good source of advice for voluntary and community project issues: www.ncvo.org.uk/policy-and-research/charity-law-and-regulation

If you decide to make your project into a registered charity or a trust you will need to be aware of charity law. Follow these links for guidance about setting up charities: www.gov.uk/government/organisations/charity-commission
www.gov.uk/set-up-a-charity

You should seek legal guidance and take advice early in your project planning. It's important to get good guidance at the start. Don't forget, solicitors are also local businesses. They should take 'Corporate Social Responsibility' seriously, so getting help may not be as expensive as it sounds.

Here's an example of a law firm giving advice for free: www.stoneking.co.uk/sites/default/files/literature/Legal%20Toolkit%20for%20Charities_15_03_16.pdf

Safeguarding

Anyone working with children and young people has a duty to keep them safe from harm. The football project would need to be aware of health & safety issues like first aid, but would also need to know what to do if they became aware of a threat to the child elsewhere in their life.

Make it meaningful

1. Prepare to Prove it Works

- Set up a process to measure and rate your achievements. It is important to show that your project is meeting its objectives and making a difference. You must do this from start to end.
- To do this you need to identify what evidence of change you can use. This will depend on what your project is and what you are trying to do. It is best to choose evidence you can count.
- Measuring and rating progress means you can manage resources the right way and tweak things where necessary.
- Keep asking your users for feedback and suggestions so that you can keep responding to changing needs, making your service dynamic and combating new issues before they arise.

2. Know When it's Working

- There's lots of software that makes drawing up project timescales easy. Charts, timelines and other spreadsheets allow you to track progress and plan actions with ease
- Keeping track of your actions and who has done what lets you share work evenly, meet deadlines and hit targets-the signs of a successful project

3. Be Focused

- Identify one core ambition to achieve before expanding.
- Start small and work for sustainable growth.
- Start in one area or with one method, then expand to iron out teething problems.
- Learn from your mistakes before expanding to ensure that your project is as successful as possible.

4. Always Monitor and Evaluate

- Be honest in the monitoring and rating of your work, collecting evidence of success from the start.
- Be aware that negative feedback and results don't always mean failure. This feedback can help you direct and redirect services to their best use.

Monitoring and Evaluation

Monitoring: routine, systematic collection and recording of data about a project to check the progress against the plan

Evaluation: using monitoring data to make judgements about your project or organisation.

Make it last

1. Be Socially Sustainable

Social sustainability is how organisations manage their effect on communities. Positive actions will get positive reactions and support service development. A new project in Lambeth might improve people's lives not just by giving a good service, but also by creating paid work. Making partnerships with other projects and local businesses can also bring a greater positive impact.

Impact

The broad or longer-term effects of a project. This can include effects on people who are direct users of a project, effects on those who are not direct users, or effects on a wider field such as council policy.

Starting social media accounts early in a project's life help with local community engagement. It can advertise your project's service, it can ensure follow-up after events and help with consultation and feedback. Having a Twitter or Instagram account that can be followed by the local community is a great way of keeping contact with project users and partners. The Skills Platform has a 'Charity Social Media Toolkit' that can help projects of any size start building a social media presence. Find the toolkit by following this link: www.skillsplatform.org/charitysocialmediatoolkit/



Having a strong brand and clear identity can help your project succeed. Here are five issues to think about:

- 1. Know your audience** - who are you trying to reach with your branding and publicity? Does it need to be attractive to young people?
- 2. Build a relationship with local supporters** - don't forget to market yourself to potential funders and partners. Your scheme also needs to be known by external partners such as the estate manager and local schools.
- 3. Be prepared for viral fundraising** - be aware of what is trending in social media and try to exploit any chance to ride the publicity wave. Maybe a professional footballer who grew up locally is in the news. Tweet about it!
- 4. Think like a brand** - present your project like any business would sell itself. Consider how you will advertise the project. How will people know it's available and for what time period? Can you use the council to promote it? Local Councillors and Cabinet Members are willing to help.
- 5. Make the most of any spotlight** - keep your eyes open for local or national events linked to your work and use of them for your benefit. A football project might use F.A. Cup or World Cup images in its' advertising.

2. Plan Economic Sustainability

Economic sustainability is always going to be the key issue for any project.

Sustainable funding is funding that's right for your project, enough for your needs and secure enough to support medium to long-term planning. Sustainable funding can be raised from grants, trusts and charitable donations. Income created by your project's activities is the most secure. Maybe having some full-cost places on your scheme or profits from sales of goods such as football t-shirts could generate profits.

Sustainable funding comes from good strategy, good governance, good financial management, effective marketing, clear communication and clear outputs and outcomes.

Outputs & Outcomes

Outcomes: changes, benefits, learning or other effects that happen as a result of a project.

Outputs: products, services or facilities that result from a project's activities.

For more advice on the language of measuring and evaluating and demonstrating impact, outcomes and outputs follow this link to the NCVO website:

knowhow.ncvo.org.uk/organisation/impact/about-impact-and-evaluation/understanding-the-language-1

Sustainable funding is the right money, raised at the right time in the right way. It will build your capacity to deliver more or better services, improve fundraising and support project development.

The Charity Commission suggests some questions people running community projects should ask themselves. Some key ones for smaller scale organisations are these:

1. How will the social and economic climate affect our funding?
2. Are we using the financial benefits we can have as a charity?
3. Are we making the best use of our staff and volunteers?
4. Have we looked at partnerships with other projects?
5. Are we making the best use we can of our resources?

For the full document and links to guidance on all these issues follow this link: www.gov.uk/government/publications/charity-trustee-meetings-15-questions-you-should-ask

For detailed information on how to address these kinds of issues and more, follow this link to the Small Charities Programme: smallcharityfinance.org.uk/

The Resource Centre describes itself as 'A really useful place for community groups'. Follow this link for their advice on different legal and financial structures for community groups and not-for-profit organisations: www.resourcecentre.org.uk/information/legal-structures-for-community-and-voluntary-groups

Small projects don't need to have a finance director. Most can use trustees, volunteers or staff with other responsibilities. Some simple processes can be used and there are many free information and resources hubs to help small organisations.

The Charity Commission's website includes a 'Money and Accounts' section offering guides on subjects including reporting, accounts, investment, managing assets and resources, plus examples of annual reports to download: www.gov.uk/topic/running-charity/money-accounts

The Small Charities Coalition has a Help & Advice section on its website with templates for financial management and links to useful websites. Projects can also request additional help and support from mentors and volunteers who want to share skills free of charge: <https://www.smallcharities.org.uk/help-advice>

NCVO and the Charity Finance Group offer free guidance for small projects. Community Accounting Plus is a national network of accountants who provide affordable services, including training and one-to-one support for small organisations:

NCVO: www.ncvo.org.uk/practical-support/information/finance

Charity Finance Group: www.cfg.org.uk

Community Accounting Plus: www.caplus.org.uk

3. Don't Forget Material Resources

Projects under the Lambeth Made umbrella will usually be young people based and people driven. The main resource will be their staff. But when setting up and planning it's important to remember all the physical resources you will need and how they will last. Two key questions a new project must consider are :

- Have you allowed for the cost of buildings and equipment in your set-up budget?
- Have you budgeted for the cost of maintaining and replacing buildings and equipment?

Most project start-ups can accurately budget for the costs of space and the equipment they need. Rent for a space to work from, a computer to do all the things we now rely on them to do, maybe some more specialist equipment depending on the service you are going to provide. More difficult is estimating the cost of maintenance of the space, getting the computer fixed or upgraded as time goes by and replacing your specialist equipment as it becomes worn out or is no longer useful. At this point, you may need more expertise. Hopefully, you've got an accountant on your managing board. Maybe you can get some free advice from a local firm who want to exercise their corporate social responsibility. If you have neither of these, you need to budget for that advice alongside your other costs.

Make it Lambeth Made

1. Adopt The Brand

Small projects that build a brand are more likely to be successful but projects linked to Lambeth Made don't need to invest too much time and money on branding. They can adopt the 'Lambeth Made' logo and make use of the brand. Put the logo on leaflets, posters and headed paper. Benefit from the brand's reputation when writing funding applications or press releases. Champion your project at Lambeth Made promotional events.

Being part of Lambeth Made and using our brand as part of your own identity means you benefit from being part of an established brand. It gives your project added credibility and may help with funding applications or getting support from local businesses involved with Lambeth Made. It also helps spread the word about the network and everyone involved, making an extra bit of difference to children and young people in Lambeth.

2. Join The Network

Another way of making the most of Lambeth Made is to join the network. Keep up to date and find out what's going on by:

- Following Lambeth Made on Twitter and Instagram to keep getting up to the minute information and the latest news, including news about awards events and how being nominated
- Having more detailed information arriving regularly in your inbox by subscribing to the Lambeth Made newsletter
- Finding out about Early Help Locality Action Panels and using networks to meet other projects supporting children

3. Enjoy Free Resources

Get your project added to the Lambeth Made web database and use it as a map for finding possible funding providers, key referral agencies and other voluntary organisations or social enterprises that can help you succeed.

4. Exploit Lambeth Made Events

When you have signed up, subscribed and networked, you'll find out about Lambeth Made events and conferences. Get involved and find out about best practice in your area of work and share your experiences. You can also find out about events aimed at the young people and children you are working with. Whatever you do, make the most of being part of Lambeth Made.

Lambeth Made Links

www.lambethmade.com



@LambethMade



@lambeth_made

Links and Jargon

Funding Links:

Big Lottery Fund - get some of that cash you've 'invested' back for your project:
www.biglotteryfund.org.uk

Crowdfund Lambeth - generate funding from businesses and individuals via the power of social media: www.crowdfunder.co.uk/funds/lambeth

Esmee Fairbairn Trust - one of the biggest grant-makers in the UK plus loads of information: www.esmeefairbairn.org.uk

London Community Foundation - manage the Lambeth Community Fund:
londoncf.org.uk

Walcot Foundation - exist exclusively for the benefit of Lambeth individuals and organisations serving them:
www.walcotfoundation.org.uk/grants-orgsschools

The Henry Smith Charity - funds organisations working to reduce social and economic disadvantage:
www.henrysmithcharity.org.uk/

Grants Online - a regularly updated and very comprehensive funding information service:
www.grantsonline.org.uk/region-news/london

General Links:

Integrate - Paid by Lambeth Council to support, build and co-ordinate the local voluntary sector: integrateagency.co.uk

The Charity Commission - rules, regulations and important stuff: www.gov.uk/government/organisations/charity-commission

Charity Finance Group - does what it says on the tin, but you don't have to be a charity:
www.cfg.org.uk

Child Poverty Action Group - information, training and advice for projects like yours:
www.cpag.org.uk

Community Accounting Plus - a charity helping your type of project manage finances: www.caplus.org.uk

Directory of Social Change - training, guides, online funding databases and free resources: www.dsc.org.uk

The Guardian Voluntary Sector Network - regular articles about sector issues:
www.theguardian.com/voluntary-sector-network

NCVO - connecting, representing and supporting community and voluntary sector organisations: www.ncvo.org.uk

Small Charities Coalition - support small charities to access the skills, tools and information: www.smallcharities.org.uk

Third Sector - the daily news for the voluntary, community and not-for-profit sector: www.thirdsector.co.uk

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Jargon

Some acronyms you need to know:

- **ACEs (Adverse Childhood Experiences)** - the impact of stress on health in childhood and beyond.
- **CAMHS (Child and Adolescent Mental Health Services)** - NHS service for 0 to 18-year-olds
- **NCVO (National Council for Voluntary Organisations)** - see Links section above