

Clarion Futures Digital Fund

Fund guidelines 2018/19

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CLARION
FUTURES

**The London
Community
Foundation**

Fund guidelines

About the Clarion Housing Group

Clarion Housing Association is the largest housing association in the country and it is part of Clarion Housing Group (CHG). As a result of a merger between Affinity Sutton and Circle Housing Group in 2016, Clarion Housing Group owns and manages 125,000 homes across over 170 local authorities. As a business with social purpose, CHG provides social and affordable housing to over 360,000 residents with properties spanning Newcastle to Plymouth. CHG comprises a charitable foundation, Clarion Futures, which delivers a comprehensive social investment programme. It provides residents with the support, skills and opportunities to transform their lives and communities for the better.

This charitable foundation, Clarion Futures has three core strands, one of which is Clarion Futures Money and Digital, bringing together all of the digital inclusion services. Clarion Futures Money and Digital aims to help residents get online and improve their digital skills to make a real difference to their lives. The digital team is part of the national One Digital consortium, which received £4 million from the Big Lottery Fund.

Our specialist team is dedicated to promoting digital inclusion to social housing residents and is particularly passionate about residents being able to access the benefits the digital world has to offer, from money saving deals to job opportunities. We do this through a comprehensive programme of digital inclusion services, such as:

- Basic digital skills training sessions in locations, such as community centres, job centres and sheltered housing schemes and delivered in the home for people who cannot get out and about;
- Awarding circa 15 'Digital Fund' Grants each year to local voluntary organisations working with our residents;
- Digital Champions – There are more than 200 Clarion Futures Digital Champions who volunteer their time to help and support people with using digital technology and improving their basic digital skills;

- A range of digital hubs across our 5 regions offering digital workshops and accredited courses; and,
- Helping residents to access the best deals when shopping for digital equipment, and loaning devices (including laptops, tablets and mobile Wi-Fi units) to people who want to learn.

Around 76% of Clarion residents consider themselves to be “online”, compared to 91% in private rented accommodation. Of the 24% of residents without internet access, 25% said they did not know how to connect and a further 38% did not want to. The digital resisters are in the 55 plus age group who remain one of the main targets for our work. Just 16% of respondents identified cost as a barrier. Our research shows that the lack of understanding and skills are the biggest barriers to be overcome all of which can be tackled through flexible, individually tailored provision available through the Clarion Futures Digital programme. **‘Clarion Futures Digital is committed to getting residents online, giving them the basic digital skills, motivation, and access to the equipment and connectivity needed to safely and confidently access online services on a regular basis.’**

The Clarion Futures Digital Fund aims to build on this programme through its partnership with The London Community Foundation (LCF), awarding grants to innovative, well thought out projects that support our residents and their wider community on a local level. LCF is delighted to be managing the Clarion Futures Digital Fund for a fourth year. Grant of between £1,000 and £5,000 are available for charities and community organisations working to support Clarion residents of all ages to get and stay online and to build the basic digital skills, motivation and confidence to use the internet safely as an everyday tool.

About The London Community Foundation

The London Community Foundation (LCF) aims to improve the lives of the most disadvantaged, and build a stronger and more vibrant London for everyone. To achieve this we shine a light on the key issues faced, and support the best ideas to grow, and strengthen and nurture the network of grassroots, community-based organisations making progress on deep-rooted issues that can’t be solved elsewhere. We are delighted to be working with Clarion and managing the Clarion Futures Digital Fund.

LCF is happy to advise you with regard to any queries you have about the Clarion Futures Digital Fund; we can help you with the application process, and discuss any queries you might have about your proposed project. For support please contact the LCF programmes team on: **020 7582 5117 or e-mail info@londoncf.org.uk**.

The **Clarion Futures Digital Team (CF Digital Team)** is also available to discuss potential project ideas with community organisations and resident groups before applications are submitted. Contact details are on page 5.

Aim of the Clarion Futures Digital Fund

To support Clarion residents of all ages to get and stay online and use the internet as an everyday tool safely and confidently.

The Fund is designed to address digital exclusion, and to:

- Support **Clarion residents** of all ages **to get and stay online** and use the internet as an everyday tool in their communities
- Support residents to **discover the full scope of how the internet** can assist them in their everyday lives, and to provide them with the skills and confidence to do so
- Support residents to access the tools that meet their individual needs and circumstances
- Encourage residents to **use the internet** with confidence and **securely**
- Support residents of all ages, regardless of whether they go online regularly, to **use it safely**, and avoid risky and/or illegal behavior.

Within the scope of the Fund, we want to reach:

- residents who have never used the internet before AND/OR
- residents who may have previously used some online facilities but who may not be aware of the full potential to use the internet in their everyday lives, i.e. they may use Facebook but may not be aware of how the internet can be used in the workplace, for online learning, or for information on their careers, hobbies AND/OR
- residents with limited internet skills.

Please note that the Fund is not primarily aimed at helping people to use a computer – this may be an incidental part of the project or an added benefit, however the primary aim of any project must be to support people specifically to be able to use the internet to help them in their everyday lives.

Please also note, the Fund is primarily for Clarion residents, and we would expect the majority of beneficiaries to live in Clarion properties, however projects can work to benefit the wider community too.

We are interested in applicants demonstrating an understanding of what is already going on in the community, and how proposals may for example:

- make the most of existing provision in an area and add value, i.e. by reaching new participants, those that may be missing out or who are unaware of how the internet can assist them
- address a gap in provision, i.e. where there is no existing support in an area for residents to get online
OR
- make the best use of other services.

Examples of the type of work we might fund could include:

- Someone who has never been online, is helped to use Skype and Facebook to contact family and friends, improving their social contact and reducing isolation
- Helping an individual who confidently uses social media to understand how to safely and securely use the internet to research job applications and apply for vacancies online (filling in an online form)
- Supporting an unconfident internet user to build the confidence and skills to make informed choices about what websites to use, where to (and not to) use personal information and how to spot potential scams

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- Projects that work with young people who are regularly online to ensure that they do so safely and avoid risky behavior.

You will find further examples of projects that could be funded on pages 8-9. Please note these aren't exhaustive, and you can apply for any project meeting the Fund criteria, outlined in this document.

All activities applied for must:

Primarily benefit Clarion residents and be **taking place in areas of Clarion Housing**, although activities can work to benefit the wider community too. You will need to demonstrate in your proposal that you have a track record of working with Clarion residents and staff teams. If you don't have a track record already, please contact The London Community Foundation to discuss this before you apply, or contact the CF Digital Team directly – please see details below. If you are not working to benefit Clarion residents you will not be eligible to apply to the Fund.

Contacting the Clarion Futures (CF) Digital Team to support your application

The CF Digital Team will also be available to help community organisations and residents groups to discuss their application, including engaging Clarion residents, and developing a project idea. For support from Clarion please contact the CF Digital Team by **e-mail** futuresdigital@myclarionhousing.com or call GuideLine on 0300 100 0303.

Additional priorities:

a) Linking with and raising awareness of other Clarion Futures programmes, activities and online services

We would encourage applicants to demonstrate that they are working with existing Clarion projects, where they are on offer, and actively raising awareness of the opportunities for Clarion residents to interact digitally with their landlord. In particular, we would like to see linkage with the Digital Champions Programme (see page 7), and/or other local Clarion Futures community assets, Digital Hubs, projects, services or programmes.

b) Volunteering

Volunteer involvement in projects is encouraged, particularly where Clarion residents have the opportunity to volunteer and develop their skills in the process. We are keen to see projects where communities are actively involved in running or delivering activities, for example, the Digital Champions Programme.

c) Match funding and in-kind support

We encourage groups to try and secure match funding and/or in-kind support for their project. This may include grants from other funders, free venue hire, donations, or gifts of equipment/resources from local businesses or community members for example. Volunteer time can be included as match funding at the rate of £10/hour.

d) Planning for the longer-term

We are particularly interested in proposals that consider how activities could be sustained after any Clarion funding has come to an end. This may include for example; plans for Digital Champions or other volunteers to run parts of the project, fundraising plans, enabling any equipment to be used by residents without the need for additional funds, or building the project into other local organisation's activities or other local services etc.

What can I apply for?

We are able to cover all of the costs associated with running your activity – this may include for example:

- Connectivity (mobile and fixed)
- Training resources
- Venue hire
- Insurance
- Event costs
- Volunteer expenses (see 'Additional priorities' on pages 5)
- Equipment and computer software (see 'Funding equipment' below)
- Refreshments for project participants
- Staffing costs – including sessional IT tutors with experience of delivering digital inclusion training, and reasonable project management costs
- Publicity materials, flyers, etc
- Consumables.

Funding existing projects

We are able to fund existing projects. If applying for funding towards an existing project, please ensure your proposal demonstrates learning and development from previous projects and/or new and creative ideas. We are looking for proposals that respond to community need and that gain feedback from community members as to how existing projects can be improved, developed or expanded to increase their impact.

Funding equipment

We are able to provide funding for equipment (hardware & software) providing the following criteria is met:

- There is a clear demonstration the equipment will be used primarily for digital inclusion – the equipment may be used for computer training as well, but this is an added benefit and is not the primary use for the purpose of this Fund;
- Equipment (hardware or software) you are applying for cannot be obtained for free or at greatly reduced cost elsewhere. A couple of examples of suppliers of hardware and/or software at reduced costs are:
 - Tier1Online are refurbishers of high quality laptops and desktops who take machines in a working condition from large corporations and remove all the data, clean and grade them. Details can be found at: <http://www.tier1online.com>
 - If you are a Registered Charity, i.e. published on a regulating body website such as the Charity Commission or Office of the Scottish Charity Regulator, please consider using the Technology Trust to source your hardware and software at greatly reduced prices. You can visit the TT-Exchange website to find out more and register your organisation at https://www.tt-exchange.org/getting_started.

If you can secure items through the Tier1Online or Technology Trust or through other sources at reduced cost, you can apply to us to cover this cost. Please note this in your application;

- Equipment (in a useable state) must not already be available in the area – we are able to fund upgrades for existing equipment or where it needs to be made more accessible to residents, i.e. via additional software or by making it accessible for longer periods of time/increasing a project's opening hours;

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- A clear demonstration of the need for the items in your proposal;
 - The equipment must be made available for community benefit and cannot be purchased to benefit an individual;
 - Please ensure that there is somewhere safe to store the equipment and that it will be insured (you can apply for insurance costs in your proposal).

Digital Skills Training and Digital Champions

Please e-mail the CF Digital Team for information on accessing Digital Skills Training and Digital Champion volunteers at futuresdigital@myclarionhousing.com. They will then put you in contact with your Regional Digital Inclusion Officer (DIO).

Grant size and continuation funding

- Grants of between £1,000 and £5,000 are available towards your activity costs.
- A maximum of £5,000 is available to any group within a 12 month period.
- Organisations are only able to apply once in a 12 month period, unless invited to re-apply with additional information or a re-worked proposal for example.
- Groups awarded a grant previously by the Fund can apply for continuation funding of the same project, if both the demand for the activities and development of the work can be demonstrated. Please note there should be a minimum of 12 months between applications to the Fund.

Who can apply?

Not-for-profit organisations including constituted community groups, registered charities, companies limited by guarantee, social enterprises or Community Interest Companies (CICs) are all eligible to apply to the fund provided they can prove that the **majority of beneficiaries of the project will be Clarion residents**.

Please note that **projects with no clear plan for how to benefit Clarion residents cannot be funded**. If you are unsure whether your organisation is operating in a Clarion housing area, please contact the CF Digital Team at futuresdigital@myclarionhousing.com.

Applicants must:

- i. Be primarily supporting Clarion residents. Applicants will be expected to have researched Clarion presence in the area and be able to demonstrate that they have a clear strategy for engaging Clarion residents in their project.
- ii. Have at least 3 unrelated Management Committee members if you are a community group.
- iii. Have a governing document, i.e. a constitution or set of rules.
- iv. Have a bank account in the name of the group, with at least 2 unrelated signatories – or if your group doesn't have a bank account, please provide details of another group who will be managing any grant awarded on your behalf – please contact LCF prior to making an application if this is the case.
- v. Have a record of income and expenditure or set of accounts – if you are a new group with no previous income you will need to provide a bank statement and an income and expenditure forecast.

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- vi. Have a 'safeguarding policy' if working with young people under the age of 18, or if you are working with vulnerable adults – please contact LCF if you need help with this.
 - vii. Have the relevant insurance in place, including public liability where required, before delivering activities.
 - viii. Have an online safety policy in place which covers both participants and tutors/volunteers – please see page 11 for help with this. If you do not have this in place when you submit an application, by applying to the Fund you are agreeing to develop a policy as part of the project if your application is successful.

What cannot be funded through this programme?

- Statutory organisations, such as local authorities and schools.
- Any party political activity.
- Purely commercial ventures (for profit).
- Spending that has already taken place (i.e. retrospective funding).
- Individuals or projects run by individuals as opposed to an organisation.
- Activities promoting religious beliefs.
- Activities where people are excluded on religious grounds, ethnicity, gender, sexuality etc.
- If you have received a grant through the Clarion Futures Digital Fund, you are unable to apply for another grant from the Fund for 12 months.
- Organisations with overdue or incomplete monitoring on a previous grant from Clarion, Affinity Sutton or Circle via any of their funding streams. This includes, for example, the former Affinity Sutton Community Grants Fund, Ready2Work programme, and/or any previous grant from The London Community Foundation, from any of its programmes. Similarly, if a member of your organisation's management committee or trustees also has outstanding monitoring on a previous grant, this will preclude the organisation from applying unless this is resolved before an application is made. If you know you have outstanding monitoring on a previous grant, please contact The London Community Foundation to resolve this.

Examples of projects

Below are some examples of projects that could be funded – please note these are examples only, and you can apply for any project that meets the Fund Criteria outlined in this document.

Example 1

A group of parents who attend a regular group at the local Children & Families Centre in a Clarion operating area identified a need to be upskilled and better informed about online safety with children of various ages. Having successfully applied to the Clarion Futures Digital Fund they were able to pay for a tutor to come in and deliver a series of 1.5 hour workshops with the aim of increasing the participants' knowledge and understanding on a number of subjects including: parental controls, setting boundaries and identifying signs of cyberbullying and potential grooming. The centre managed the grant and provided childcare during the parental sessions which they requested as part of their funding application. The group found the sessions really useful and took their new-found knowledge and skills home, setting boundaries and being able to talk to their children and other family members confidently about using technology and the internet.

Example 2

After a local GP surgery started to offer appointments online and through a kiosk within the surgery reception, a local Digital Champion (DC) realised that if residents were able to book appointments 24-hours a day, it could be a good way to encourage even more people to use the internet. Working with a local community group, the DC successfully applied to the Clarion Futures Digital Fund. They were able to purchase hardware and connectivity to offer local residents 'basic online skills' training, which included: browsing the internet; identifying which websites to trust; filling out online forms; using e-mails and adding attachments; and accessing Clarion online services to pay their rent, check rent statements and report repairs. Following the success of the sessions, the GPs started to refer patients who were identified as not having the skills to book appointments. Two more local residents subsequently completed the Digital Champions training, and between them, now run four 2.5 hour sessions per week from the community room on the estate.

Example 3

A local Job Club provider who has been working with a number of Clarion residents following the introduction of Universal Credit, identified the need for individuals to learn the basics of being online prior to filling in online job applications, as the local college were only able to offer training such as Word, Excel and other e-learning modules. The Digital Fund helped towards the costs of a tutor to deliver a series of group training sessions covering topics such as: online form filling, job searching and accessing Government services. A volunteer was identified with the appropriate skills to support the tutor, who went on to complete the Digital Champions training. He now supports the Job Club once a week by helping others to be able to apply for jobs online, whilst gaining valuable employability skills through his volunteering role.

Online safety

Online safety guidelines

Being online can be fun, sociable and inspiring but it is important that when you use digital technology that you do so safely. Below are a few tips:

- Don't post any personal information online – such as your address, e-mail address or mobile number.
- Think carefully before posting pictures or videos of yourself. Once you've put a picture of yourself online most people can see it and may be able to download it; it's not just yours anymore.
- Keep your privacy settings as high as possible.
- Never give out your passwords.
- Remember that not everyone online is who they say they are.
- Think carefully about what you say before you post something online.
- Respect other people's views, even if you don't agree with someone else's opinions it doesn't mean you need to be rude.
- If you see something online that makes you feel uncomfortable, unsafe or worried, leave the website, and turn off your computer if you want to.

As well as your own safety, you have a duty to treat your learners' personal information responsibly. You'll need to keep a record of your learners' contact details, but you're also likely to see other information about them, e.g. date of birth and bank account details, if you are teaching them to shop or bank online. Here are some tips:

- Always keep learners' contact details safe and secure - not on a shared computer or a memory stick that could easily be lost. If keeping them on paper, don't leave it lying around for other people to see.

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- Any paperwork that includes learners' details should be destroyed as soon as you've finished with it, preferably by shredding. Electronic (e.g. scanned) copies should be deleted.
 - Don't offer to keep learners' passwords for them – instead show them how to choose passwords that are secure but easy to remember.
 - When teaching online shopping or banking, always look away when the learner is entering their card or bank details and never write these down or store them, even on the learner's behalf.

Online safety networks

Insafe is the European Safer Internet awareness-raising network and is co-funded by the European Commission. For further information please visit: www.saferinternet.org/ww/en/pub/insafe/sid.htm. The Child Exploitation and Online Protection (CEOP) Centre is committed to protecting children. For further information please visit: www.thinkyouknow.co.uk.

Monitoring and evaluation

Groups in receipt of a grant will be required to complete an online monitoring form outlining how the grant was spent and highlighting the benefits for residents and other participants. Organisations must return their monitoring form within 6 weeks of their project ending.

A Clarion Futures Digital Inclusion Officer will be allocated who will offer support.

Key areas that you will need to track when you are running your project will include:

- The extent to which the project met the objectives of the Fund.
- The number of participants in the project, including the number of Clarion residents.
- Learning gained when delivering the project, success stories and any unexpected results/outcomes.
- A case study of a participant in the project, showing how the project has helped them.
- Collated feedback from participants on:
 - Whether they feel the project has helped them to get online;
 - How it has helped them in their everyday lives, i.e. how are they using it?;
 - How they intend to use the internet in the future;
 - Whether people are now aware of and/or are using the Clarion online offer (website/Facebook, etc.) and their confidence in using it;
 - Whether any further support is needed and if so, what type of support.

Monitoring and evaluating the projects funded by our grants enables your group and us to better understand the impact of the grant. It helps us to more fully understand community needs, enables your group and us to learn from your project and can also help you put together information that can help to inform future plans.

It should also help you to collect valuable information on how people benefit from your work, what works and what doesn't, how you can make your services more effective, and also demonstrate to future funders the value of your work. Further information and tips on monitoring your work can be found at the NCVO's website: <https://knowhownonprofit.org/organisation/impact>

Clarion Futures may wish to conduct monitoring and evaluation visits to funded groups which will normally be arranged within 6 months of the award of funding.

Closing dates for applications

The next application deadlines for the Fund are detailed below. Please submit your online application form and upload all your supporting documents by the closing date below, no later than 5pm.

Closing date:	Decision released:	Projects can start from:
Wed. 30 May 2018	w/c Mon. 30 July 2018	Early August 2018
Wed. 26 September 2018	w/c Mon. 10 December 2018	Mid December 2018
Wed. 12 December 2018	w/c Mon. 25 February 2019	March 2019

What happens after the Fund deadline?

Applications which best fit the Clarion Futures Digital Fund themes and priority areas will be shortlisted. The shortlisted applicants will then be contacted by a Programme Manager from The London Community Foundation to gather any additional information needed about your project and/or organisation.

Shortlisted applications will be presented to a Clarion Panel* which will make recommendations on grant awards. Successful and unsuccessful applicants will be notified of the decision in writing. Unsuccessful applicants can re-apply to the Fund. *The Panel's decision is final, and please note that there is no appeal process.

Timetable for spending the grant

Successful applicants will have up to 12 months from the offer date to spend any grant awarded, and a further 6 weeks after this date to submit their final monitoring. Grants cannot cover activities taking place before any grant is awarded – please refer to the timetable above when planning your project start date. You will be asked for your project start and end dates in your application.

How to apply

Applications for the Fund are submitted through an online application form including all supporting documents. Full guidance on completing the application form can be found on the Clarion Futures Digital Fund section of 'Available Grants' at: <https://londoncf.org.uk/grants/clarion-futures-digital-fund>.

If you do not currently have access to the internet please call the office and ask to speak with the Programme Manager for the Clarion Futures Digital Fund.

How to complete your application

- To apply for a grant please visit: **Clarion Futures Digital Fund Application Form**
- Please read the instructions carefully, tick to say you agree and have understood, enter your e-mail address and click on the "Send e-mail and continue".
- Once you have done this you will be sent an e-mail with a link to your unique online application form. You should receive the e-mail within five minutes. If you do not receive an e-mail it may be that the link has been sent to your spam or junk folder (please check) or you have not entered your e-mail correctly – please check the address before submitting.

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- To begin your application please click on the link within the e-mail that you have received from us. There are help notes available as you go through the online application form and you can save your application at any point and come back to it to complete it at any time before the closing date. **Please remember to keep saving your application at regular intervals** as you complete it and always save it before closing your application.
 - At the end of the application you will be asked to upload the following supporting documents:
 - Your governing document, i.e. your constitution or memorandum and articles;
 - Annual accounts or a record of income and expenditure, or a bank statement if you are a new group;
 - Safeguarding policies if working with young people under 18 or vulnerable adults;
 - Online Safety Policy if you have one already – if not, by submitting the application you are agreeing to develop a policy if your application is successful;
 - Names and addresses of your management committee members/trustees.

Please note that your application will not be considered complete without these documents (with the exception of the Online Safety Policy).

- Once you get to the end of the application form there will be a 'Submit' button. Please note the submit button is after you have verified your budget. Once you press this, it will automatically send your application through to The London Community Foundation and this will be accepted as a completed application. **We regret we are unable to consider incomplete or late applications so please ensure you submit everything by the deadline.**

Please contact us if you would like help or are unable to complete an application online. If you do not currently have access to the internet, you can call LCF on 020 7582 5117 for support.

Some top tips for top applications

- Draft your responses before completing the online form;
- Make sure that every question has been answered in full (the online form will prompt you);
- Ensure your budget section has a clear breakdown of all the costs associated with your project;
- Ask somebody to read through the application before you finalise it - preferably someone who knows nothing about the project. This is a great way to pick up on any mistakes or lack of information and rectify it before submitting.

Need help?

Please do not hesitate to contact The London Community Foundation Programmes Team at info@londoncf.org.uk or call 020 7582 5117 if you would like to discuss your proposal prior to making an application, or if you need help with completing the form or providing the supporting documents.

You can also download resource packs on what to include in your governing document and safeguarding policy from The London Community Foundation's website at: <https://londoncf.org.uk/apply/resources>.

We wish you every success with completing your application.

Living Wage Friendly Funder

The London Community Foundation is now a Living Wage Friendly Funder. This scheme, run by the Living Wage Foundation means that The London Community Foundation will actively encourage and support applications from organisations willing to pay staff the Living Wage (currently £10.20 per hour in London and £8.75 outside), or higher. The London Community Foundation have been a Living Wage Employer for a number of years, and have decided to become a Friendly Funder in recognition of the hard work and commitment that the employees of the organisations we fund undertake.

What does this mean for applicants?

If you are applying for funding any staff costs (this could include existing staff members, sessional workers, part or full-time posts, freelance workers) you should budget these at the Living Wage or above. We are sensitive to circumstances where organisations feel that taking up the Living Wage could cause difficulties, in these instances we suggest you call us on 020 7582 5117 to discuss your options before applying.

This does not require employers to pay the Living Wage to apprentices or interns although we recommend it as best practice for employers who can afford to do so. Many accredited employers have chosen to extend the requirement to apprentices and interns. You can learn more about The Living Wage and The Living Wage Friendly Funder Scheme at www.livingwage.org.uk.

Below are some FAQs that you may find helpful, but if you have any queries please contact us.

What is the Living Wage?

The Living Wage is an hourly rate which is set independently and updated in November each year by The Living Wage Foundation. It is calculated according to the basic cost of living in the UK. The current Living Wage for the UK is £8.75 and the London Living Wage is £10.20.

How will paying the Living Wage affect posts?

Paying at least the Living Wage applies to all posts, including existing roles, new roles, sessional and freelance workers (it does not need to apply to apprentices but we encourage groups to pay a Living Wage) that are funded by one of our grants. If The London Community Foundation is part-funding posts, we will pay at least the Living Wage on the part we are funding. Further to this, if you feel you are unable to afford to pay a worker at Living Wage please do not hesitate to contact us to discuss the matter further.

Does an organisation have to pay The Living Wage or be an accredited Living Wage employer to apply?

You do not have to be an accredited Living Wage employer to apply for funding or pay a Living Wage to all of your staff to apply for this funding. We strongly encourage you to consider Living Wage Accreditation if you are in a position to do so. For more information about what this means, please call us, or speak directly to The Living Wage Foundation.

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