

The City Bridge Trust

Bridging Divides: Application for a grant



About your organisation

Organisation Details

Name of your organisation: Voluntary Action Lewisham	
If your organisation is part of a larger organisation, what is its name?	
In which London Borough is your organisation based? Lewisham	
Contact person: Ms Lillian Brown	Position: Development Support Officer
Website: http://www.valewisham.org.uk	Social Media Accounts: www.twitter.com/VALewisham; www.facebook.com/VALewisham
What Quality Marks does your organisation currently hold? We intend to apply for the Green Mark, a quality mark for Green Compliance	

Legal Status

Legal status of organisation: Registered Charity			
Charity Number: 1085026	Company Number: 4123800	CIC Number:	Bencom Number:
When was your organisation established? 02/10/1967			
Aims of your organisation: Voluntary Action Lewisham (VAL) is the Council for Voluntary Services (CVS) for the London Borough of Lewisham. We are the umbrella organisation that supports the development of the voluntary and community sector (VCS). VAL's overall aim is to maximise the effectiveness of VCS organisations in Lewisham. Since December 2017, LBL awarded VAL the contract to widen our remit to supporting volunteering in Lewisham, extending our reach to individuals/social activists locally. Our objectives are: <ul style="list-style-type: none">- Provide leadership to strengthen the influence of local CSO's in Lewisham- Support CSO's to improve their ability to achieve their aims effectively- Support effective engagement of CSO's in Lewisham with CSO and multi-agency networks- Undertake and support activities that foster effective community development- Work in partnership with CSO's, statutory and private organisations to strengthen the work of the sector- Provide volunteering brokerage service for Lewisham			

Main activities of your organisation:

VAL provides support to nonprofit organisations and civil society in the borough of Lewisham, through training and advice, and leading the voluntary and community sector by providing a voice and influence at local government level. We lead on volunteering in the borough, championing the benefits of volunteering and supporting individuals looking to volunteer, along with organisations recruiting volunteers. VAL now manages the Mulberry Centre, working to transform it into a social action centre for the borough.

Your Staff & Volunteers

Full-time:	Part-time:	Trustee/Board members:	Active volunteers:
5	4	8	5

Do you have a Safeguarding policy? **Yes**

Are the following people in your organisation subject to DBS checks?

Paid Staff No	Volunteers No	Trustees / Management Committee Members No
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Property occupied by your organisation

Is the main property owned, leased or rented by your organisation?	If leased/rented, how long is the outstanding agreement?
Leased	8 months

Environmental Impact**What action have you taken in the past year to progress environmentally sustainability principles and practice?**

our actions are small but consistent. We reuse materials, double-side photocopy, recycle waste and use what we need.

Moving to the Mulberry Centre in 2017 is an exciting move, managing a community building for the first time. Keen to reduce our environmental-impact we are interested in applying for a City Bridge Trust eco-audit to better understand and prioritise changes we can make for the lowest environmental impact.

We recently completed our first digital-impact report and are considering applying for the Green Mark, an environmental quality mark to identify best practice in Green compliance.

Finance Details

Organisation Finances

	Year of most recent audited / examined accounts	Current financial year forecast	Next financial year budget
End of financial year date	31/03/2017	31/03/2019	
Grants & donations:	£305,354	£301,560	£0
Earned Income:	£23,932	£53,377	£0
Other income:	£0	£0	£0
Total income:	£329,286	£354,937	£0
Charitable activity costs:	£323,099	£341,577	£0
Cost of raising funds:	£0	£5,000	£0
Other costs:	£5,289	£8,360	£0
Total expenditure:	£328,388	£354,937	£0
Free unrestricted reserves held at year end:	£189,381	£186,196	£0
What is your organisation's reserves policy?			
Organisation's reserve policy is to maintain 6 months worth of budgeted expenditure of the year.			
For your most recent financial year, what % f of your income was from statutory sources?			
61-70%			

Organisational changes

Describe any significant organisational changes to your structure, financial position or core activities since the date of your most recent accounts.

N/A

Grant Request

Under which of City Bridge Trust's programmes are you applying?
Connecting the Capital

Which of the programme outcome(s) does your application aim to achieve?
Connecting the Capital\Civil society organisations are more effective and resilient

Please describe the purpose of your funding request in one sentence.
Lewisham's Civil Society Organisations (CSOs) and Partnerships (CSPs) will UNDERSTAND, DEMONSTRATE and COMMUNICATE their Impact using various digital and non-digital methods, receiving expert training, tailored support, networking and resources.

When will the funding be required? **01/12/2018**

Is this request to continue work that is currently funded or has been funded in the last year by:

City Bridge Trust?
Yes

Another funder? (if so which)

How much funding are you requesting?

Year 1:	Year 2:	Year 3:	Year 4:	Year 5:
£49,000	£51,000	£0	£0	£0

Total Requested: £100,000

You and your grant request

What, specifically, are you applying for (your project)?

VAL's successful City Bridge Trust funded Show Your Impact (SYI) programme ends November 2018, having directly benefited 30 CSOs and hundreds more via online tools.

We now seek two years' extension funding to increase emphasis on digital tools, to support a further 14 Lewisham-based CSOs (two cohorts of 7 groups), and expand scope to support 6 partnerships (CSPs), (two cohorts of 3).

A part-time Development Worker will co-ordinate:

- 7 workshops p/annum
 - 40 hours of tailored support to implement impact tools
 - Resources on our website
 - Peer-networking event and informal peer-networking throughout the programme
 - Impact Conference, including sharing cross-borough impact tools/resources developed across CVS impact programmes and enabling online sharing of impact resources.
- Primary beneficiaries will be two cohorts of 7 CSOs/3 CSPs selected to participate. Subject to space, up to 35 other CSOs will access training, 50 will attend a Conference and 350+ will benefit from online sharing of impact tools.

What are the changes you hope to achieve?

Over 2 years, 14 CSOs and 6 CSPs in Lewisham will:

UNDERSTAND their impact; how they can use Impact tools to become more efficient and effective at supporting beneficiaries and in partnership working

DEMONSTRATE their impact with greater confidence. Using the most appropriate digital and non-digital tools to capture impact, participants gather solid evidence that demonstrates what they do works, thus increasing their effectiveness and resilience

COMMUNICATE their impact more effectively. By understanding digital and non-digital communication options for different target audiences, CSOs can adopt the most effective communication methods. By communicating their impact with target beneficiaries they can reach more people. Doing so with partners and funders strengthens relationships and they become more resilient and sustainable

A further 50 CSOs/CSPs will come together to build their impact tools knowledge at the conference, enjoy networking opportunities and more than 350 will be better informed about impact tools via our webpages.

How do you know there's a need for this work?

We have a waiting list of 10 groups with 20 more from our recent survey wanting support with impact and partnerships.

Need for impact support remains high in the current competitive environment. In June 2018 71% of survey respondents wanted support with Impact measurement.

94% of June 2018 survey respondents said they are working in partnership. However, partnerships will not reach their full potential without embedding suitable Impact/outcomes tools and this may jeopardise future funding.

VAL's 2017 conference held two 'outcomes and digital tools' workshops - the highest subscribed sessions that day. Feedback from 70+ attendees was extremely positive, and groups wanted more impact support especially social media/online resources. 65% of the existing 2018 learners wanted to focus on adopting digital tools.

Big Lottery have already referred groups to our Show Your Impact programme. Lewisham Council and local housing associations want to do the same. Demand remains high.

How will the work be delivered - specifically, what will you do?

A part-time Development Worker, supported by communications and administration staff, will co-ordinate the programme.

Training will be delivered at our own and other venues around the borough in partnership with Superhighways and other experts. Each annual cohort will attend all 7 sessions and up to 35 additional learners will self-select sessions.

Cohort CSOs will receive two 121 support sessions with Superhighways/VAL to help them develop an outcomes framework and/or implement digital impact tools. Cohort partnerships will receive two expert-led surgery sessions to support development of outcomes frameworks. All will receive informal telephone/e-support.

VAL will facilitate informal peer-networking, building on connections made through group training. The Y4 peer event will support 20 past/present learners to share expertise eg video-making.

The Y5 conference will inspire 50 attendees with Impact development updates from NPC/other experts, local groups and cross-borough impact projects. Our website will

promote Impact resources including 2 blogs to 350+ CSOs.

Why are you the right organisation to do this work?

We possess broad borough and sector knowledge and established relationships with sector organisations and partnerships. As the only organisation providing impact capacity building support in Lewisham, we are excited at the prospect of broadening the programme to include partnerships and a focus on digital tools in response to expressed local needs. One local funder plans to refer groups to our impact programme, recognising the benefits for applicants struggling with limited impact knowledge and support. Committed to good practice we subscribe to Inspiring Impact's Code of good impact practice.

Our cohort model is proven to work! 80% of previous core learners attended the full programme. In addition to their progress in outcomes measurement and communication they formed supportive peer relationships and found ways to work together ? evidenced by six sets of partnership activity reported by one year's cohort. We plan to build on these achievements with the extended programme.

How does your work complement and not duplicate other services within your area?

We are the only organisation delivering an Impact programme in Lewisham. We receive referrals from local neighbourhoods, forums, BAMER agencies, funders and statutory partners. We ensure that we have partners both in the south of borough, where we have identified low knowledge of impact, and in northern wards, where disadvantage is high.

On the delivery side we will partner with New Philanthropy Capital, Superhighways and local experts such as Impact Matters, ensuring we are not reinventing their excellent work. We have also benefited from dialogue with CVSs that run outcomes programmes in neighbouring boroughs.

In all our work with CSOs we encourage them to complement each other's work rather than duplicate. Start-up groups are made aware of the need to identify existing services and how they might work with them. The new partnership element of our programme adds extra weight to this way of working, encouraging collaboration not duplication.

How will this proposal meet the Programme Outcome(s) under which you are applying?

Our programme will support Lewisham's CSOs/CSPs to be more effective and resilient, evidenced by previous participants' outcomes:

EFFECTIVE because our interventions are proven to increase understanding, confidence and skill, helping CSOs/CSPs focus their work for the greatest impact on end beneficiaries/cause. 89% of Y1&2 cohorts were 'more confident' about achieving outcomes as a result of participating. One Theory-of-Change developed during the programme by one CSO provided 'better information to understand how we improve services.' They used it to communicate their work to potential partners, resulting in a successful merger and a more effective and sustainable organisation.

RESILIENT because the skills learned make CSO/CSPs better able to secure/renew funding and withstand setbacks. A participating Family Centre made simple changes to their impact reporting, resulting in praise and continuation funding from their main funder. Lastly, Y3 cohorts previously unsuccessful in securing funding separately are now applying for funds as a strong partnership.

How will you ensure that your project will hear and represent the views and needs of disadvantaged people and/or diverse communities?

Our programme responds to the views and needs of organisations supporting disadvantaged people. This February, 23 CSOs and activists, serving some of the most vulnerable from Evelyn and New Cross wards (highest concentrations of deprivation in Lewisham), asked for 'more networking/collaborating opportunities', to 'explore joint - solutions'. Along with VAL member responses to our June survey they confirmed that they want impact support and for this to extend to partnerships.

Our strategic work means we know the particular needs in the borough, eg. one partner noted many CSOs applying for funds in south Lewisham don't understand outcomes. Our project will respond by delivering three trainings to venues in south Lewisham, across three wards - Bellingham, Downham and Whitefoot, where disadvantage is high. Our programme will be promoted throughout the borough but if oversubscribed we will prioritise organisations with potential to make the greatest impact on the most disadvantaged people in Lewisham

How does your project engage and empower individuals and/or communities to come together on this issue? Will you be working with people who are particularly excluded?

This programme will directly engage and empower individual activists, communities and partnerships to come together to achieve their common goals.

In Y4 of this programme, 20 'peer-experts' including previous years' learners, will come together to ; share/exchange skills around impact. 3 peer-experts will share case studies of applying Impact knowledge, theory-of-change and videos for communicating Impact.

The Impact conference in Y5 will connect c.50 CSOs/CSPs with sector experts, encouraging cross-fertilisation and joint working. Cross-borough connections with neighbouring impact programmes (Bromley, Southwark) will also be forged and good practice resources and tools used will be shared with local CSOs, fostering links between organisations to work more effectively towards common goals.

We know that smaller, less well-resourced CSOs from the most deprived wards are often in greatest need of support, especially around impact. Those working with additionally disadvantaged communities - BAMER, children/young people, disability, LGBT & older people - will be prioritised.

Is the focus of your project meeting an already identifiable need (acute or otherwise) or are there elements which are preventative and/or incorporate early action?

We have strong evidence of need for this programme from event evaluations and feedback together with our June 2018 survey (detailed previously).

This programme stops CSOs going a long way down the line of delivery before properly incorporating impact measurement into their work. After a review of the programme in Y2, we adjusted our programme so that participating CSOs must complete an outcomes framework ahead of receiving tailored support. This nudge resulted in the CSO quickly progressing their understanding of the concept of impact and associated terminology, vastly increasing the likelihood of embedding it into the CSO with the upcoming support. We will retain this approach including devising and using a similar outcomes tool for partnerships, increasing engagement from the programme outset.

Engaging with impact measurement is also a key component of increasing CSOs sustainability and is one preventative measure that may forestall loss of income or funding.

Who might you need to work closely with in delivering this project - whether before, during or afterwards?

CSOs' voices will be paramount when developing the programme and continuous feedback is built into our programme.

We also intend to build upon the strong connections and partnerships formed in Y1-3: New Philanthropy Capital helped us launch the programme, giving expertise through their role within the Inspiring Impact programme which helped shape this work.

Superhighways and other experts will deliver some of our digital tools training and 121 support as we have found this both effective and highly valued by our learners. Specialists will also support with the new partnerships work, particularly partnership models and specific digital impact tools.

Neighbouring CVSs running impact programmes (Southwark, Bromley, Barking/Dagenham) will share tools and learning from those boroughs with Lewisham.

To ensure we reach CSOs in need of impact support in South Lewisham, we will develop referral pathways for the four Neighbourhood Forums and Phoenix housing association.

Our aim as a funder is to help people move positively between any of the four stages of Surviving, Coping, Adapting and Thriving. For your project at which of these stages will most people begin their journey?

Most participants begin somewhere between coping and adapting. Our programme supports CSOs to adapt and grow in their resilience. Many of their beneficiaries are merely surviving personal and social challenges such as the introduction of universal credit, poor mental or physical health, and poverty.

Members who attended our February 2018 consultation event confirmed they were attempting to adapt to significant pressures by moving more toward partnership working and trying to become less dependent on statutory funding.

By supporting CSOs and CSPs to adapt to the challenges they face, embedding impact measurement and communication into their work, they will be more likely to attract funding and work efficiently to better support their vulnerable beneficiaries.

Our role as a local Civil Society support organisation is pivotal to supporting CSOs and CSPs to navigate the four stages and ultimately to thrive, in line with the Way Ahead vision of a thriving civil society?.

Will there be any elements of this project that will help you or your beneficiaries to reduce your environmental footprint?

Small consistent changes are helping reduce our environmental footprint including reusing materials, circulating notes electronically, double-sided photocopying, recycling waste, using what we need.

Our recent move to the Mulberry Centre is an exciting challenge for VAL, managing a community building for the first time. Keen to reduce our environmental impact we are interested in applying for a City Bridge Trust eco-audit to understand and prioritise changes we can make for the lowest environmental impact.

Our move toward a digital focus in the programme will impact positively on our footprint. Y1&2 users of the Quick Tap survey agreed that it was far easier and quicker to get results collated and analysed!

We recently completed our first digital-Impact report and are considering applying for the Green Mark, an environmental quality mark to identify best practice in Green compliance.

What are the main activities or outputs you want to deliver?

Training:

Promotion in Y1/Y2

Two ?Taster/Recruitment sessions? for c.50

Recruit cohort each year-(14 CSOs, 6 CSPs).

Deliver seven workshops p.a.

1. Monitoring and outcomes
2. Collecting data digitally
3. Communicating impact digitally
4. Theory-of-change & digital tools
5. Soft outcomes & digital tools
6. Partnership-models
7. Digital impact-tools for partnerships

Tailored Support:

Each year two 121 support sessions to 14 CSOs and two ?partnership surgery? sessions each to 6 partnerships

Sessions will support them to understand and develop an appropriate outcomes framework and adopt the best digital tools for outcome measurement and communication

Peer-Networking and Resources:

Provide an online information hub, formal peer-learning, conference and cross borough impact links

- 350+ online beneficiaries of impact/digital tools
- Y4 formal peer-learning event for 20 past & present peers with informal peer-networking throughout programme
- Y5 Impact conference for 50 including sharing cross-borough impact tools/resources

What 3 main differences or outcomes do you hope the activities you have described above will achieve?

CSOs/CSPs UNDERSTAND impact and how they can use impact tools to become more efficient and effective at supporting their beneficiaries. They use this understanding to plan the outcomes they want to achieve and how best to deliver these. By understanding partnership models and relevant impact tools, partnerships work more effectively.

CSOs/CSPs DEMONSTRATE their impact with greater confidence ? by using most appropriate digital/non-digital tools to capture impact, CSO's gain solid evidence; for users, funders, stakeholders to show that what they do works and understand where more is needed to achieve planned outcomes as a single organisation or as a partnership.

CSO's/CSPs COMMUNICATE their impact more effectively ? by understanding their options, how best to communicate their work/Impact to their target audiences, CSO's reach, benefit more people. By sharing new expertise with peers, partners and cross-borough, they build stronger relationships, secure more support for their causes; are more resilient and sustainable.

Funding required for the project

What is the total cost of the proposed activity/project?

Expenditure heading	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Staff Cost - Part time Specialist Development Worker and Part time staff support (salary, NI, Pension); Travel; Staff Training and Development	34,340	33,970	0	0	0	0
Support & Marketing Costs - Stationery; Printing & Photocopying; IT Maintenance, Software & Hardware; Marketing and publicity	3,050	3,050	0	0	0	0
Activity Costs - Facilitation; Room hire; Refreshments/catering; Training materials	7,650	9,950	0	0	0	0
Administration & Management cost - contribution to central costs of organisation - management, governance and administration	4,504	4,697	0	0	0	0
TOTAL:	49,544	51,667	0	0	0	0

What income has already been raised?

Source	Year 1	Year 2	Year 3	Year 4	Year 5	Total
	0	0	0	0	0	0
TOTAL:	0	0	0	0	0	0

What other funders are currently considering the proposal?

Source	Year 1	Year 2	Year 3	Year 4	Year 5	Total
	0	0	0	0	0	0
TOTAL:	0	0	0	0	0	0

How much is requested from the Trust?

Expenditure heading	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Staff Cost	34,340	33,970	0	0	0	0
Support Costs	2,506	2,383	0	0	0	0
Activity Costs (higher in Y2 due to conference)	7,650	9,950	0	0	0	0
Administration & Management cost	4,504	4,697	0	0	0	0
TOTAL:	49,000	51,000	0	0	0	0

Who will benefit?

How many people will directly benefit from the grant per year?

410

In which Greater London borough(s) or areas of London will your beneficiaries live?

Lewisham

Does this project specifically target any groups or communities?

This project will specifically work with the following age groups:

This project will specifically work with the following gender groups:

This project will specifically work with the following ethnic groups:

If Other ethnic group, please give details:

This project will specifically work with Deaf and disabled people:

No

This project will specifically work with LGBTQI groups:

No

This project will specifically work with other groups or communities:

How will you target the groups/communities you have identified? What is your expertise in providing services for these groups?

VAL will use a range of media to target groups: enews, has over 50 years experience in providing services for diverse groups in Lewisham

Are there any groups or communities you think your organisation will find hard to include through this project?

No

If yes, please specify which groups or communities? Where possible using the categories listed above.

If yes, what steps will you take to make your services accessible to and meet the needs of the groups/communities you have identified?

Declaration

I confirm that, to the best of my knowledge, all the information I have provided in this application form is correct. I fully understand that City Bridge Trust has zero tolerance towards fraud and will seek to prosecute and recover funds in every instance.

Please confirm: Yes Full Name: **Rachel Henry**

Role within **Connections Manager**
Organisation: