

# The City Bridge Trust

## Bridging Divides: Application for a grant



### About your organisation

#### Organisation Details

Name of your organisation: <b>Clean Break Theatre</b>	
If your organisation is part of a larger organisation, what is its name?	
In which London Borough is your organisation based? <b>Camden</b>	
Contact person: <b>Ms. Lillian Ashford</b>	Position: <b>Senior Development Manager</b>
Website: <b><a href="http://www.cleanbreak.org.uk">http://www.cleanbreak.org.uk</a></b>	Social Media Accounts: <b>Twitter: @CleanBrk /</b> <b><a href="https://www.instagram.com/cleanbrk/">https://www.instagram.com/cleanbrk/</a></b> <b>/</b> <b><a href="https://www.facebook.com/cleanbreak">https://www.facebook.com/cleanbreak</a></b>
What Quality Marks does your organisation currently hold? <b>Positive About Disabled People, registered with the Fundraising Regulator and the Independent Theatre Council</b>	

#### Legal Status

Legal status of organisation: <b>Charitable company</b>			
Charity Number: <b>1017560</b>	Company Number: <b>2690758</b>	CIC Number:	Bencom Number:
When was your organisation established? <b>01/03/1979</b>			
<b>Aims of your organisation:</b> Clean Break is a women?s theatre company, founded in 1979 by two women prisoners at HMP Askham Grange. The theatre we make shines a light on Injustices faced by women in the criminal justice system, and enables women themselves to challenge oppression and achieve more fulfilling and creative lives. Our work takes place in theatres, women?s prisons, community settings and at our London studios, where we provide holistic learning and support for the women we work with.  Our vision is for a society where women can realise their full potential, free from criminalisation. Informed by nearly 40 years experience and guided by a comprehensive consultation with our beneficiaries, staff, tutors, artists and wider stakeholders, Clean Break has developed a new model and exciting future with a refreshed mission which will see us: Producing groundbreaking theatre which puts women?s voices at its heart and creates lasting change by challenging injustice in and beyond the criminal justice system.			

**Main activities of your organisation:**

We make award winning theatre that gives voice to the hidden stories of women and criminal justice, developed through collaboration with artists, Members (women with lived experience of the criminal justice system), and sector partners. Our productions target those best placed to effect change: from theatre audiences, to those less likely to engage with the arts or the issues raised, to those strategically positioned to affect change.

Core to this work is our new Members Programme: a programme of workshops and creative opportunities which offer our Members a gateway to participation in the life of the Company and beyond in the theatre industry. Women develop confidence, resilience, theatre skills and talents within an environment of holistic support, trauma-informed practice and progression. We offer opportunities to work with emerging and established artists on diverse projects, inspiring aspiration and giving Members a platform to tell their stories and be heard within a wide public debate about women in the criminal justice system.

**Your Staff & Volunteers**

Full-time:	Part-time:	Trustee/Board members:	Active volunteers:
<b>8</b>	<b>14</b>	<b>8</b>	<b>60</b>

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

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

Paid Staff <b>Yes</b>	Volunteers <b>Yes</b>	Trustees / Management Committee Members <b>No</b>
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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?
<b>Owned</b>	

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

In the last year we have:

- Decreased our carbon footprint by 7% and our energy consumption by 9% despite increasing building use by 45%. We plan to decrease emissions further this year.
- Reduced courier and taxi usage and signed up for regular reports from our 0% Carbon Emissions transport company on the Company's emissions through courier service use.
- Switched to a digital-only Human Resources system.
- Implemented a new paper use strategy which has reduced paper use by 10%
- Been voted runner up in the Camden Business Sustainability Awards for best employee engagement
- Been awarded the 'Going Green' level of carbon certification valid for 2017-2018 by Camden Climate Change Alliance
- Increased flexible working so a higher number of staff work from home at least 1 day a week
- Purchased office plants as air filters

## 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:	£909,675	£1,056,018	£0
Earned income:	£218,694	£247,427	£0
Other income:	£16,221	£0	£0
<b>Total income:</b>	<b>1,144,590</b>	<b>£1,303,445</b>	<b>£0</b>
Charitable activity costs:	£1,116,240	£1,149,172	£0
Cost of raising funds:	£132,116	£154,273	£0
Other costs:	£0	£0	£0
<b>Total expenditure:</b>	<b>£1,248,356</b>	<b>£1,303,445</b>	<b>£0</b>
Free unrestricted reserves held at year end:	£66,830	£96,015	£0
<p><b>What is your organisation's reserves policy?</b>            In light of the charity's current business model, activities and risk profile, the Board considers that the charity should aim to hold free reserves equivalent to approximately 3 months' expenditure on core costs (£200,000). This level of reserves should provide sufficient flexibility to cover temporary shortfalls in working capital, allow the charity to cope with and respond to unforeseen emergencies and also provide the charity with the opportunity to invest in new opportunities and innovation.</p>			
<p>For your most recent financial year, what % of your income was from statutory sources?  <b>1-10%</b></p>			

### Organisational changes

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

**We are currently restructuring to realise the ambitions of our 2018-22 Business Plan. This includes introducing a new three-woman leadership team. A new Executive Director will soon join Joint Artistic Directors Róisín McBrinn and Anna Herrmann. This model has been developed by our Chief Executive, Lucy Perman, who leaves Clean Break this summer after 21 years with the company.**

## Grant Request

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

**Positive Transitions**

Which of the programme outcome(s) does your application aim to achieve?

**Positive Transitions\Londoners experiencing inequality or disadvantage are supported to become more independent**

Please describe the purpose of your funding request in one sentence.

**Member Support Programme**

When will the funding be required? **22/10/2018**

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

City Bridge Trust?

**No**

Another funder? (if so which)

How much funding are you requesting?

Year 1:  
**£60,000**

Year 2:  
**£50,000**

Year 3:  
**£40,000**

Year 4:  
**£0**

Year 5:  
**£0**

**Total Requested: £150,000**

### You and your grant request

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

We will deliver a programme of comprehensive support for women with lived experience of the criminal justice system who are participating in our Members Programme: a programme of artist-led theatre workshops and performance opportunities which build women's creative skills, give them a voice, and provide robust progression routes into creative careers.

This support will help women overcome barriers to engaging with the programme (such as mental ill-health, unstable or unsafe housing, financial barriers etc.), while building their resilience, confidence and independence: helping them make more positive choices and take steps towards the futures they want for themselves and their families. It draws on the company's skills and experience, over 40 years, of providing effective support for women with lived experience of criminal justice, and will be delivered in our inspiring, creative, women-only and trauma-informed Kentish Town studios by our specialist Member Support Team, in partnership with other specialist organisations.

**What are the changes you hope to achieve?**

Members will gain the space, knowledge and support they need to take action to address complex, interlinked, long-term issues, often grounded in trauma. Within our inspiring, trauma-informed and women-only studios, Members will build trusting relationships with our Support Team, developing an insight into Members' needs and aspirations rarely possible in less specialised environments.

The right support at the right time will enable women to overcome the often complex challenges holding them back. Members will develop a sense of agency and independence, becoming able to identify their direction. Their wellness will improve and they will become more able to keep themselves well. Their increased resilience will enable deeper engagement with our Members Programme, and its life-changing opportunities to build confidence, self-esteem and skills. This includes robust opportunities to build positive identities as creative professionals, as they are supported to realise successful careers in the creative industries.

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

Trauma (often linked with domestic or sexual violence) is frequently at the core of our Members' needs, alongside mental health, substance misuse, housing, benefits, poverty, low self-esteem and poor support networks. This complex picture makes it very difficult to turn their lives around without help.

But they struggle to get the right help. Services are often hard to find and access, only address a specific issue, require the retelling of very difficult stories to multiple professionals, aren't gender specific or trauma informed (e.g. placing an incredibly high risk young woman in unsafe, mixed temporary accommodation) and, critically, define women by their needs and vulnerabilities. Clean Break turns this on its head? coordinating a holistic and sustained approach to meeting women's needs, within a programme that defines women by their strengths and potential (as artists, experts by experience), and empowers them to effect wider change through productions and creative projects.

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

Throughout her time with Clean Break (typically two years) each Member will build a trusting relationship with our Support Team, who will offer holistic casework support (e.g. around housing or benefits), specialist referrals (e.g. counselling, domestic violence services), and a listening ear. The team will also coordinate three annual onsite surgeries in partnership with specialist organisations (e.g. a 'keeping safe' session with Solace Women's Aid, or housing surgeries).

Members will also have access to our new weekly Health and Wellbeing Group, designed to respond to the high levels of mental health needs amongst our Members. It will be co-facilitated by ex-Members, and will include guidance around self-care, alongside participative workshops such as singing, yoga and Painting.

Members will access support from our safe, women-only and trauma informed studios in Kentish Town. We will cover Members' travel and childcare costs, and provide a simple lunch prepared by our Catering Volunteer.

**Why are you the right organisation to do this work?**

We are an award winning theatre company, with four decades experience effecting change for women with lived experience of criminal justice. We are leaders in this field, winning the 2016 Longford Prize for penal reform, and 2017 Tonic Theatre Award for diversity in the arts. We have a strong track record of meeting women's distinct needs: 90% of women engaged over the past 25 years said their confidence improved; and independent research has found that Clean Break is an often transformational experience for highly vulnerable women, and that just 5% reoffended.

Our productions augment our impact, empowering women who have previously been unheard and unseen to use the skills they develop at Clean Break to illuminate and improve other women's experiences. These projects frequently target those most powerfully positioned to effect change, with recent productions reaching the House of Lords, probation teams and personality disorder conferences.

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

Our work is unique within London, bringing together: a focus on the distinct needs of women with lived experience of criminal justice; holistic, gender-specific and trauma-informed support; opportunities to develop performance and creative skills; and opportunities to participate in high quality artist-led theatre projects, taking steps towards creative careers. This powerful combination is at the heart of why our work is so successful, and we have developed a dynamic lectures and training offer which shares our practice more widely. We do, however, partner extensively in order to join up and extend the impact and effectiveness of our work. This includes a network of specialist support partners (e.g. domestic violence refuges, mental health teams), frontline services (e.g. prisons, probation), other creative organisations working with vulnerable people (e.g. Geese Theatre Company), leading arts organisations (e.g. the National Theatre and Roundhouse) research and advocacy partners (e.g. universities, Women in Prison), and many more.

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

The women we work with, from across London, are often at the intersection of multiple identities (e.g. race, gender) and in combination with poverty and class they are some of the most acutely disadvantaged in modern day society. Over half have mental health needs, 70% struggle with substance misuse and 1 in 4 have no qualifications.

This programme addresses the multiple challenges and vulnerabilities they face holistically. It combines the tailored support they need to unravel complex issues and work towards specific goals, with opportunities to build vital knowledge and skills through workshops and theatre projects (e.g. confidence, performance skills, communication, team-working). Fundamentally, women find the deep engagement with the arts which is at the programme's heart inspiring and life changing - helping them uncover meaning and creativity in their lives, find their voice, discover with their talents and potential, and take steps towards futures they didn't think were possible.

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

A Member's Advisory Panel will ensure Members have the mechanisms to be heard, inform and influence our programmes, ensuring our work continues to meet their needs and offers the most effective opportunities for change.

Our monitoring and evaluation processes will be reframed and refined to ensure we are capturing meaningful data which gives voice to all our stakeholders and which will be used to inform and shape our programmes, ensure our activities are effective and enable us to realise our goals and outcomes, vision and mission.

Clean Break also has an ambition for a current or former Member to join our Trustee Board.

**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?**

Women in the criminal justice system often struggle to have their voices heard, and experience extensive marginalisation. This project creates a platform from which to use their unique insight to effect change.

The support Members receive builds their resilience and independence, helping them overcome barriers to engaging with our Members Programme. Launched this year, our Members Programme replaces our acclaimed Education Programme, which ran for 25 years. The new programme responds to Members' requests for more public-facing performance opportunities and more support to build careers in the arts. Women will be involved at the heart of the Company's work - developing and performing in theatre productions and projects - with a focus on using this work to address key issues affecting women, and engaging diverse audiences to effect change: from challenging misperceptions in the general public, to improving the knowledge and skills of frontline workers, to influencing policy and practice.

**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?**

Members will either already have a history of offending, or be at risk offending due to specific Indicators (e.g. combined mental health and substance misuse issues). The issues our Members face are often complex and Interlinked, and our holistic approach subsequently addresses both identified and potential future needs. For example, we might prevent a Member becoming homeless (and more vulnerable) by helping her secure the full benefits she is entitled to, and accessing debt advice. Trauma is often a root factor in wider issues women face. We help women address this through long-term support, referrals to specialist services such as counselling, while helping her develop skills and strategies to manage symptoms such as anxiety and panic attacks. Trauma Informed practice is at the heart of everything we do, creating a safe and effective environment for women to learn, grow and become stronger.

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

Some of the women who join Clean Break are in an early stage of rehabilitation or support for addiction or mental health needs. With their permission we work with and keep in touch with their agencies and share information to ensure each individual has the best support possible. For those without existing support, we identify needs and link with support networks in their area of residence which is both gender and culturally appropriate.

The Support Team is also experienced in identifying mental health needs and recognising gaps in community provision. We have the connections to raise awareness of individual circumstances and if necessary will raise a safeguarding alert to ensure the individual at risk receives immediate response, perhaps through respite care.

**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 Members will move from coping to adapting and thriving during their engagement at Clean Break.

Tailored support will offer women tangible tools - a card with effective coping methods, an active strategy such as tapping fingers and/or recognising when to avoid or remove oneself from a situation. These tools will be something they can do independently wherever they are and in whatever situation. We will make connections with our partners to provide specialist advice and support, resolving issues which are creating obstacles in their ability to thrive.

As a result of our holistic approach, Members will be enabled to fully engage in the life of the Company, working with artists and trainers to develop new theatre and present their work to invited and public audiences. The experiences, skills and networks they develop within our safe environment will build their confidence, amplify their voice and lead to positive sustainable choices.



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

We have a mantra of 'digital by default' and in support of this we plan to invest in 10 iPads across the senior staff team and key departments in order to reduce printing and improving ability to work on cloud software. For Member support, this will include all registers, evaluation and monitoring in sessions using Survey Monkey or similar data collection. The iPads might also be used interactively in delivery of sessions replacing hard copy scripts and other printed materials.

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

Provide one to one support (including casework support, signposting and referrals to expert partner organisations) for 70 women with lived experience of the criminal justice system, three days per week over three seasons per year.

Offer a range of onsite support and surgeries from specialist organisations in response to key needs (e.g. counselling and therapy, housing advice, legal surgeries)

Deliver a weekly two-hour Health and Wellbeing Group, over three seasons per year, open to all Members

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

Members will become more hopeful, their wellbeing improves and they begin to identify and take steps towards positive goals

Members will become resilient enough to engage with opportunities for further learning and development, such as the creative workshops which form part of Clean Break's Members' Programme

Members will become more independent, gaining the confidence to participate in Clean Break's public-facing projects (e.g. productions) and to pursue projects and long-term goals outside the company (e.g. external productions, further education and training)



## Funding required for the project

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

<b>Expenditure heading</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Total</b>
Member support costs (travel, childcare, lunch and refreshments, hardship fund)	19,696	19,445	21,700	0	0	60,841
Staff supervision	3,000	3,060	3,121	0	0	9,181
Volunteer and staff expenses	1,160	3,228	3,334	0	0	7,722
General programme costs (Including onsite therapist, events, tutor training etc.)	3,108	3,133	3,190	0	0	9,431
Health and Wellbeing Group	4,650	4,653	4,674	0	0	13,977
Direct delivery staff (Artistic Director, Head of Participation, Support Manager, Participation Projects Manager, Volunteer Coordinator, Members Assistant)	38,180	38,944	39,722	0	0	116,846
Other Staff (project management support from non-delivery staff, such as Finance and HR)	14,035	14,316	14,602	0	0	42,953
Capital costs (Interactive learning tools and Member area refurbishments)	12,500	1,000	25,000	0	0	38,500
Overheads (contribution to core costs, such as building management and audit) + contingency at 2%	25,122	25,415	26,440	0	0	76,978
<b>TOTAL:</b>	<b>121,452</b>	<b>113,194</b>	<b>141,783</b>	<b>0</b>	<b>0</b>	<b>376,428</b>

### What income has already been raised?

<b>Source</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Total</b>
29th May 1961 Charitable Trust	5,000	0	0	0	0	5,000
Individual giving	7,500	5,000	0	0	0	12,500
Robert Gavron Trust	10,000	10,000	0	0	0	20,000
Esmee Fairbairn Foundation	20,000	15,000	10,000	0	0	45,000
<b>TOTAL:</b>	<b>42,500</b>	<b>30,000</b>	<b>10,000</b>	<b>0</b>	<b>0</b>	<b>82,500</b>

### What other funders are currently considering the proposal?

Source	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Big Lottery Fund (part of a Reaching Communities Application)	15,000	15,000	15,000	0	0	45,000
Other funds will be raised from securing additional trust, individual and corporate supporters, and through our earned Income strategy	0	0	0	0	0	0
<b>TOTAL:</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>0</b>	<b>0</b>	<b>45,000</b>

### How much is requested from the Trust?

Expenditure heading	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Member support costs	9,730	8,589	6,122	0	0	24,441
Staff supervision	1,482	1,352	881	0	0	3,714
Volunteer and staff expenses	573	1,426	941	0	0	2,940
General programme costs	1,535	1,384	900	0	0	3,819
Health and Wellbeing Group	2,297	2,055	1,319	0	0	5,671
Direct delivery staff	18,862	17,202	11,207	0	0	47,271
Other staff	6,934	6,324	4,120	0	0	17,377
Capital costs	6,175	442	7,053	0	0	13,670
Overheads and contingency	12,411	11,226	7,459	0	0	31,097
<b>TOTAL:</b>	<b>60,000</b>	<b>50,000</b>	<b>40,000</b>	<b>0</b>	<b>0</b>	<b>150,000</b>

## Who will benefit?

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

**70**

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

**London-wide**

Does this project specifically target any groups or communities?

**Women with lived experience of the criminal justice system, and those assessed as being at risk of entering it**

This project will specifically work with the following age groups:

**16-24**

This project will specifically work with the following gender groups:

**Female**

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:  
**Women with lived experience of the criminal justice system, and those assessed as being at risk of entering it**

How will you target the groups/communities you have identified? What is your expertise in providing services for these groups?  
**Through Member led recruitment days and outreach visits, working closely with referral partners. We will reach serving prisoners through our prison-based work.**

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: **Lillian Ashford**

Role within                      **Senior Development Manager**  
Organisation: