

The City Bridge Trust

Bridging Divides: Application for a grant



About your organisation

Organisation Details

Name of your organisation: Young Brent Foundation	
If your organisation is part of a larger organisation, what is its name? N/A	
In which London Borough is your organisation based? Brent	
Contact person: Ms Satbir West	Position: Business Development Manager
Website: http://www.youngbrentfoundation.org.uk/	Social Media Accounts: https://twitter.com/@BrentYPF https://www.facebook.com/YoungBrentFoundation/
What Quality Marks does your organisation currently hold? We are working towards London Youth Quality Mark and ISO 9001.	

Legal Status

Legal status of organisation: Registered Charitable Incorporated Organisation			
Charity Number: 1165871	Company Number:	CIC Number:	Bencom Number:
When was your organisation established? 04/03/2016			
Aims of your organisation: We are a membership-based infrastructure support organisation with the key priorities of maximising revenue, promoting efficiency and reducing duplication across the Voluntary Youth Sector in Brent. Young Brent Foundation works collaboratively with its members and is committed to developing a diverse, vibrant and enterprising youth voluntary sector across Brent. A key goal is to build, improve and strengthen overall capacity for the three hundred plus voluntary sector youth providers in the Borough. Working in close partnership across all sectors, we aim to strengthen Brent youth sector's unique offer in order to meet the needs of inward investors and funders. As enablers and facilitators, we work alongside members and deliver a wide range of capacity building focused activities including: <ul style="list-style-type: none">- Coordinating bidding activity and consortium working- Access to greater funding opportunities for members- Enabling greater sharing of key skills and resources			

Main activities of your organisation:

We were established some 2.5 years ago with a brief to focus on 4 areas:

Leveraging large scale funding through collaborative/consortium-working

Capacity building of grassroots youth providers so that they can improve the quality and effectiveness of their offer to local young people

Creating a venue bank, so that youth providers have access to space from which to deliver their services/activities

Distributing small grants to local youth providers to deliver projects that benefit children and young people (0-25) in Brent

We have been very successful over the period. We have:

Built a membership base of over 100 grassroots providers

Established the YBF Providers Consortium, founded on robust vetting processes

Your Staff & Volunteers

Full-time:	Part-time:	Trustee/Board members:	Active volunteers:
3	0	9	1

Do you have a Safeguarding policy? **No**

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

Paid Staff
Yes

Volunteers
Yes

Trustees / Management Committee Members
Yes

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?
Rented	31 March 2022

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

YBF is currently located in serviced accommodation so we do not have control over the utilities (this is another reason why we want to acquire our own building and convert it into a youth hub - so that it is eco-friendly). We recycle paper, plastic, aluminium and car share, or use public transport wherever possible.

Another key strategy revolves around establishing internal markets within our YBF membership base, whereby grassroots groups can source goods and services from each other at a local level, thereby minimising carbon footprint.

The Trustees are currently reviewing the environmental policy, which all staff, trustees and volunteers will be trained in.

We are in the process of setting up training for our members on environmental sustainability/'green' good practice and this will be an essential feature of the roll-out of our capacity building work over the next 5 years, which we hope City Bridge Trust will fund.

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	31/03/2020
Grants & donations:	£367,318	£320,547	£400,000
Earned income:	£0	£0	£0
Other income:	£56	£0	£0
Total income:	367,374	£320,547	£400,000
Charitable activity costs:	£249,915	£361,327	£380,000
Cost of raising funds:	£0	£0	£0
Other costs:	£0	£0	£0
Total expenditure:	£249,915	£361,327	£380,000
Free unrestricted reserves held at year end:	£111,497	£48,888	£68,888

What is your organisation's reserves policy?

Young Brent Foundation maintains free unrestricted reserves:

? to provide a level of working capital that protects the continuity of our [core] work

? to provide a level of funding for unexpected opportunities

? to provide cover for risks such as unforeseen expenditure or unanticipated loss of income.

The board of trustees will review the above criteria with reference to Young Brent

Foundation's strategy and Annual Plan, and determine the target level of free reserves to meet strategic priorities.

The board of trustees will at times designate funds from free reserves for significant project costs or replacement of major assets.

For your most recent financial year, what % of your income was from statutory sources?

0%

Organisational changes

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

The original part time YBF Chief Executive has recently left the organisation and, as a result, we have promoted our existing full time Sector Development Director to Interim CEO. A permanent full time CEO will be in place by the end of February 2019 at the earliest, April 2019 the latest. Increasing staffing levels from 3.2 FTE to 4 FTE

Grant Request

Which of the Trust's programmes and priority areas will your application deliver?
Connecting the Capital/Capacity building support

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

Please describe the purpose of your funding request in one sentence.
Young Brent Foundation is seeking 5 years of core funding to help it take Brent's youth sector to the next level through asset acquisition, financial leverage and organisational capacity building.

When will the funding be required? **07/01/2019**

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)

We have also received core funding from John Lyon's Charity.

How much funding are you requesting?

Year 1:
£49,177

Year 2:
£50,461

Year 3:
£51,770

Year 4:
£53,106

Year 5:
£54,468

Total Requested: £258,982

What 3 main differences or outcomes do you want to achieve through your funding proposal?

Youth & Community Hubs:

Ultimately, 3000 young people benefitting annually, with:

25-30% progression to employment rate for NEETs
>70% self-reported improvement in physical and/or mental health
>70% self-reported increase in shared/mutual understanding

The hubs will also provide essential access to space for at least 100 youth organisations per annum.

Financial Leverage:

Inputs - £2m over 5 years

Activity ? funding used to deliver services in 4 main areas (non-exclusive):

Knife/violent crime (building on YBF's Lottery bid)
Poor mental health amongst young people (Government Investing £300m)
Physical inactivity (building on YBF's Sport England project)
Youth unemployment (Government Investing £90m)

Capacity building:

75 organisations benefiting from capacity building support annually
At least 1 peer support network established annually
In excess of 90% of organisations report that they are more skilled/asset-based/prevention-facing/innovative/impact-focused in line with the YBF 5 Rungs Development Ladder (see narrative in section M)

What are the main activities or outputs you will deliver to achieve these differences?

Youth Hub:

We want to develop youth hubs (Roundwood, working in partnership with Brent Specialist Academy Trust and others, and at least 4 other hubs). 3000 young people annually will benefit from vocational skills and employability training, physical and mental health improvement programmes and activities that strengthen social cohesion/shared understanding.

Financial Leverage

We have developed a providers consortium, with YBF functioning as lead. We intend to bid to:

£200m Youth Endowment Fund
£90m dormant assets youth employment fund
UK Shared Prosperity Fund
VCSE Health & Wellbeing Fund
Life Chances Fund (linked to Social Impact Bond development) etc - target £2m

We will provide organisational development training/coaching with an emphasis on nurturing a stronger, more concerted focus on trading within the grassroots youth sector, with, correspondingly, less reliance on grant-aid. The target impact will be a financially stronger/more resilient sector. 75 organisations will benefit p.a., receiving 5 days' training/coaching on average.

You and your grant request

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

We are seeking core funding to cover the salary and associated on-costs of the CEO.

The CEO will lead on YBF's 5 Year Forward Strategy, which revolves around:

1. Creation of a multi-purpose youth/community hubs for Brent (transfer of Roundwood in partnership with BSAT and others, plus 4 small hubs elsewhere) ? ultimate target: 3000 young people benefitting per annum/100 local youth organisations either as tenants or regular centre users p.a.
2. Leverage of significant contract/grant funding through the YBF-led Providers Consortium ? target: £2m over 5 years
3. Building capacity of the local grassroots youth sector ? target: 75 organisations benefiting from capacity building support annually. This will be founded on the ?5 Rungs Development Ladder? we have expressly formulated, which entails youth organisations:

acquiring relevant skills and knowledge;
becoming asset-based;
shifting focus towards prevention/early intervention;
trailing innovative approaches; and ultimately
becoming focused on the impact they can generate

How will the project described achieve your stated outcomes?

The project is orientated towards enabling Brent's VCSE youth sector organisations to become more resilient, efficient and effective. Access to space is a key barrier to the sector's effectiveness in Brent; this will be surmounted by the creation of several youth hubs.

Lack of funding is a chronic and pervasive challenge to the sector's sustainability; this will be addressed by leveraging large-scale funding through the consortium structure and subsequently devolving this to the grassroots sector through supply chain development/sub-contracting arrangements.

The focus of capacity building will be on working with the sector to adopt an asset-based approach that focuses on young people's strengths and then building on this to shift orientation towards prevention/early intervention, embracing innovation and becoming more impact-focused (Five Rungs Development Ladder).

The wider impact of building the resilience and effectiveness of the frontline sector will be stronger, more resilient communities, with better and more sustainable assets.

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

The YBF Five Year Forward Strategy has been informed by comprehensive mapping work we have undertaken with the local sector. For example, regarding strategic objective 1 (asset acquisition/hub creation), we have undertaken detailed feasibility analysis, funded by Big Potential. This revealed that over 70% of YBF member organisations are concerned by lack of affordable space in the borough from which to deliver their services.

In the context of the financial leverage objective, 40% of YBF members have annual turnovers of less than £20k, which inevitably means that large-scale funding is well beyond their scope, unless they join forces through the YBF Providers Consortium.

The 4 main areas we want to support through financial leverage (knife/violent crime, mental health, physical inactivity and unemployment - see above) are all key societal challenges at a national and local level.

Re capacity building objective - the top support need is help with income generation.

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

YOUTH HUBS

We will:

Complete building options appraisal by April 2019, drawing on the Neighbourhood Community Infrastructure Levy funding we have secured
Secure an asset transfer of Roundwood by September 2019
Secure capital funding required for refurbishment/redevelopment by January 2020 and commence building work
Open for business in June 2020
Develop 4 smaller, localised hubs from 2020-2023

FINANCIAL LEVERAGE

We will secure large-scale funding for:

Anti-knife crime project by April 2019
Youth employment project (£90m dormant assets funding), potentially in partnership with other Young People's Foundations, by July 2019
Young people's mental health project by October 2019
Physical activity/anti-childhood obesity project by April 2020

CAPACITY BUILDING

We will:

Undertake diagnostic process to map YBF member organisations to the 5 rungs development ladder
Secure enterprise development funding by July 2019 (via, e.g., Barrow Cadbury Connect Fund) to run an enterprise development programme that enables organisations to transition up the development ladder

Why are you the right organisation to do this work?

YBF is the dedicated infrastructure support organisation (ISO) for the youth sector in Brent so this project is pivotal to its mission and remit. There is no other organisation in Brent that could deliver this project, as articulated.

Moreover, we have the skills, expertise and connections to make the project work.

Over the past 18 months we have been working with national bodies such as NCVO and the Centre for Youth Impact to put the building blocks in place to ensure the project's success:

Carrying out a detailed feasibility study of The Roundwood Centre and holding negotiations with Brent Council on asset transfer

Building a consortium structure and securing our first major commission through Sport England

Developing an anti-gang/knife crime partnership project and reaching the final stage of Lottery funding for this

Developing a clear Theory of Change for sector development revolving around the formulation of 5 Rungs Development Ladder

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

YBF's whole approach as a second tier civil society organisation is about strengthening, harnessing and co-ordinating the diverse frontline provision that already exists across Brent's youth sector. For this reason, inherently, our role is complementary to/non-duplicative of, existing services.

Brent has a CVS but its role is generic or sector-wide, i.e. not focused specifically on the youth sector.

In respect of the providers consortium we have built, YBF functions as managing agent or accountable body. In other words, it does not provide direct frontline services but instead manages the prime contract. We are putting this into practice with the £402k Sport England award we have won.

The consortium has been expressly designed to operate according to the principle of subsidiarity, whereby the needs of frontline providers are paramount, such that the consortium approach is only deployed when it is clear that it can add value to local provision.

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

We intend to establish a young people's panel with which we will be able to consult on an ongoing basis on project developments. This panel will be comprised of at least 20 young people, drawn from the beneficiary groups served by the YBF members.

Every effort will be made to ensure the constituency of the panel is as broadly representative as possible of the population of young people our members serve; in terms of gender, ethnicity and diversity of disadvantage - long-term unemployed/NEET, those with a disability, care leavers, ex-offenders etc.

We will consult with the young people about their needs, goals and aspirations, using a variety of means, but particularly deploying social media platforms.

This will assist in shaping the project interventions - helping to build a frontline sector that can best meet young people's needs and enabling young people to fulfil their goals and aspirations.

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?

The beneficiaries of YBF's second tier work will be grassroots organisations who are all working with excluded young people, such as young unemployed people, those with disabilities and mental health problems, and so on.

A core focus of our work will be about bringing the organisations and groups we serve together for mutual benefit. This is a cornerstone of our hub development ambition (strategic objective 1), as the vision for the hub is of a one-stop shop facility wherein numerous front line youth organisations are co-located/co-hosted to provide mutually compatible and complementary activities/services to young people under one roof.

Pivotal to our approach to organisational capacity building (strategic objective 3) will also involve the establishment of peer support networks and cross-organisational mentoring arrangements, so that youth organisations can share best practice and learn from each other. This will be central to the long-term sustainability of youth sector development activity.

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?

The focus of the capacity building strand of our work (strategic objective 3) is to move more youth sector providers towards prevention and early intervention work, rather than responding/reacting to young people when they have got into acute need or crisis.

This is central to YBF's Theory of Change, which in turn inscribes a vision of a local community in which young people are able to thrive. To be able to flourish, young people need to be supported and empowered by the youth organisations they engage with to be build their self-efficacy and resilience so that they can take control of their own lives.

In order to achieve this journey of change, frontline service providers need, themselves, to be prevention-facing and impact orientated (YBF's Five Rungs Development Ladder). In short, YBF's whole approach is to create a virtuous circle of organisational (YBF's immediate beneficiary) and individual (YBF's ultimate beneficiary) empowerment

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

YBF has a team of associates who are experts in their fields:

Partners for the youth hub development strand:

BSAT (Brent Specialist Academy Trust)

Ethical Property Foundation (national property specialists, focusing on VCSE sector)

Brent Council (re asset transfer/lease arrangements)

Partners for the financial leverage strand:

NCVO (UK's largest VCSE umbrella organisation)

Neil Coulson Associates (national funding expert)

Partners for the capacity building strand:

Centre for Youth Impact (working, in particular, to support grassroots providers to move along the 5 Rungs Development Ladder towards being impact-orientated, so that their work is increasingly transformational)

A host of YBF members such as:

BANG Edutainment - providing general coaching support to smaller organisations within the YBF membership

Ultra Education - providing training and mentoring in enterprising approaches, again for smaller, under-developed YBF member organisations, in order that they can grow their business/commercial acumen, which in turn will underscore their prospects of financial sustainability.

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?

As previously indicated, YBF shares this Theory of Change. The vast majority of the young people engaged by YBF member organisations are in survival mode and the focus of the frontline sector is typically about enabling them to survive, or at best, cope with the challenging situations and circumstances they face.

The entire thrust of the YBF 5 Year Forward Strategy is to transform this baseline scenario. In order to achieve this, we need to shift the corporate/organisational mindset of the majority of our member organisations, who themselves are currently mired in the survival stage of the business life cycle (many have gone through the full cycle - pre-start/start-up, survival, growth, expansion and maturity - only to slip back into survival mode). We believe the 2 journeys of change - individual (YBF's ultimate beneficiary) and organisational (YBF's immediate beneficiary) are mutually connected - stronger/more resilient organisations nurture stronger/more resilient individuals.

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

Environmental sustainability will be a key thread running through the project and a central monitoring and evaluation reference point. In practical terms, we will run training/briefing sessions on environmental sustainability as part of the project's capacity building strand. This will also include practical one-to-one support and mentoring, delivered by a YBF specialist, in developing suitable and effective environmental policies and practices that have a focus on minimising energy use, recycling goods as much as possible, maximising use of public transport etc. We will also encourage YBF members to establish 'internal markets' whereby they can trade with each other, as a way of sourcing goods and services locally.

A key consideration for the youth hubs will be acquiring energy-efficient buildings. As such, energy efficiency will be an essential reference point for the Ethical Property Foundation who will be working with YBF on the appraisal of different building options.

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
YBF f/t Chief Executive Salary and on-costs	64,177	65,461	66,770	68,106	69,468	333,982
TOTAL:	64,177	65,461	66,770	68,106	69,468	333,982

What income has already been raised?

Source	Year 1	Year 2	Year 3	Year 4	Year 5	Total
John Lyons Charity	15,000	15,000	15,000	15,000	15,000	75,000
TOTAL:	15,000	15,000	15,000	15,000	15,000	75,000

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
YBF f/t Chief Executive Salary and on-costs	49,177	50,461	51,770	53,106	54,468	258,982
TOTAL:	49,177	50,461	51,770	53,106	54,468	258,982

Who will benefit?

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

3,000

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

Brent

Does this project specifically target any groups or communities?

Yes - please enter details below

This project will specifically work with the following age groups:

0-15/16-24

This project will specifically work with the following gender groups:

Male

Female

Transgender or other gender identity

This project will specifically work with the following ethnic groups:

Mixed / Multiple ethnic groups

Refugees and asylum seekers

If Other ethnic group, please give details:

N/A

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:

N/A

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

YBF is a second tier infrastructure support organisation meeting the needs of the 100+ members who deliver directly to children and young people. Many group are culturally competent relating to very specific cultural needs reflecting Brent's diversity.

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.

N/A

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

N/A

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: **Sandra White**

Role within **Interim Chief Executive**
Organisation: