

The City Bridge Trust

Bridging Divides: Application for a grant



About your organisation

Organisation Details

Name of your organisation: Young Ealing Foundation	
If your organisation is part of a larger organisation, what is its name?	
In which London Borough is your organisation based? Ealing	
Contact person: Ms Elly Heaton-Virgo	Position: CEO
Website: http://www.youngealingfoundation.org.uk	Social Media Accounts: @Young_Ealing
What Quality Marks does your organisation currently hold? Working towards London Youth Quality Mark	

Legal Status

Legal status of organisation: Registered Charitable Incorporated Organisation			
Charity Number: 1171454	Company Number:	CIC Number:	Bencom Number:
When was your organisation established? 09/02/2017			
Aims of your organisation: 1. Become an integral part of the local community ? by building membership, local knowledge and our capacity in line with the needs of our members, partners and supporters 2. Provide Informed Advocacy ? by raising awareness of local issues, ensuring the voices of young people and the organisations that support them are heard, listened to and used to inform future decision making 3. Build capacity ? by supporting and strengthening local children and young people?s organisations by improving their skills, widening their knowledge and developing better quality youth provision 4. Increase and improve cohesion and partnership working ? by supporting members and partners to work together to create more effective, sustainable solutions, reduce duplication			

Main activities of your organisation:

Build partnerships and establish relationships with potential partners and supporters from across the voluntary, private and statutory sectors

Support the development of a youth council to ensure the views of local young people are being heard

Provide a cohesive and powerful voice for the local children and young people's sector

Deliver workshops, events, seminars and training responsive to members' needs

Implement a CRM system to allow a simple and effective way for our members to demonstrate impact, for us to demonstrate impact, and to share information

Provide one to one support tailored to members' needs

Provide access to additional support from other organisations like London Youth

Facilitate and administer local grant programmes

Facilitate larger partnership and collaborative bids to funders, enabling smaller local organisations to access additional funding opportunities

Work with our partners to develop local philanthropy

Your Staff & Volunteers

Full-time:	Part-time:	Trustee/Board members:	Active volunteers:
1	1	7	2

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

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

Paid Staff
Yes

Volunteers
Yes

Trustees / Management Committee Members
No

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	3 years

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

Since coming into post, I have installed recycling bins in the offices for mixed recyclables. We have a 'paperless' policy, where no printing is done unless unavoidable, and all meeting agendas and documents related are viewed on tablets at meetings and not printed, including at our bi-monthly Trustee Board meetings. All banking is set up as paperless where appropriate, and printing is done double-sided to avoid using excess paper where printing is necessary. We have chosen energy efficient office equipment where possible including our printer, and we use energy saving lightbulbs.

We provide a safe space to store bicycles at the office, so staff are able to cycle rather than drive.

Finance Details

Organisation Finances

	Year of most recent audited / examined accounts	Current financial year forecast	Next financial year budget
End of financial year date	31/03/2018	31/03/2019	31/03/2020
Grants & donations:	£100,000	£168,005	£138,500
Earned income:	£0	£0	£0
Other income:	£0	£0	£0
Total income:	100,000	£163,005	£138,500
Charitable activity costs:	£0	£91,400	£93,000
Cost of raising funds:	£0	£5,500	£6,000
Other costs:	£16,146	£67,300	£75,000
Total expenditure:	£16,146	£159,200	£174,000
Free unrestricted reserves held at year end:	£0	£62,378	£39,500
What is your organisation's reserves policy?			
The Reserve funds should be based on the Charities Commission Guidance allowing for 25% of annual turnover as the target figure for reserves. This allows all costs relating to redundancy and closure of the service to be met if needed. The reserve fund will be used where the spend cannot be found in the budget by the end of the financial year, provided a minimum of funds are sustained (8% of turnover) and that a commitment is made by the Board of Trustees to replacing these funds within the next financial year.			
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.

None

Grant Request

Which of the Trust's programmes and priority areas will your application deliver?
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.
To provide a community fundraising resource to grassroots organisations, to develop robust impact measurement frameworks and a strong case for support so they become more financially sustainable.

When will the funding be required? **01/04/2019**

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:	Year 2:	Year 3:	Year 4:	Year 5:
£60,407	£60,380	£61,889	£63,436	£65,022

Total Requested: £311,134

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

40 - 50 organisations will complete the training outlined above. This training will enable them to understand and articulate what they do (activities), why they do it (need), and what difference it makes (impact). This will enable them to plan for the medium term and beyond.

Organisations will better understand funder's requirements, and funders will better understand organisation needs. Organisations, particularly isolated ones, will develop strong partnerships, leading to larger, stronger funding bids, sharing of best practice and resources, and opportunities to co-produce effectively.

There will be an additional £2m brought into the sector through partnership bids, one-to-one fundraising support and identifying funding opportunities. Our members will be better able to write affective bids and therefore to sustain beyond our support.

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

Delivering surviving to sustaining training: a year-long, bespoke training course for 8 - 10 organisations per year to develop a strategy and business plan, a theory of change and impact measurement framework, and fundraising strategy and appropriate case for support to ensure sustainability for our members

Offer a programme of bespoke events promoting a range of different topics pertinent to organisational sustainability, with a particular focus on fundraising, and 'surgeries' with local and regional funders to increase opportunities for grass roots organisations to develop relationships with, and pitch to funders

Offer partnership bid and one-to-one fundraising support, identifying appropriate funding opportunities for members, supporting them through the application process, understanding and exploring Income diversification

You and your grant request

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

We are applying for a community fundraising resource. The grant will be used to provide a full time, highly experienced fundraiser, who will deliver bespoke support based on detailed needs analysis of our members. They will work on three discrete areas of support:

1. Developing and delivering in depth 'surviving to sustaining' training to our members, to support them in developing a robust and sustainable organisation by focusing on key areas such as strategic development, business planning, impact measurement, income diversification & fundraising strategy, and communications.
2. Offering a range of events covering a wide range of fundraising and sustainability subjects such as meet the funder events, which complement the more basic, entry level training offered locally already (minimum six per year)
3. Supporting the development of large partnership grant funding applications to enable longer term funding to be provided to smaller organisations (minimum three per year)

How will the project described achieve your stated outcomes?

We want to see a borough that is home to a stronger, more sustainable children and young people's sector, where young people are listened to, where organisations have the resources and expertise to provide services that are of a high quality and accessible to all and where we all work together to help maintain and develop those services and opportunities.

We want grass-roots organisations to have the knowledge, understanding and drive to move towards sustainability. These organisations are at the heart of the community and we hope to support them to demonstrate their full value.

We want to share success and resource with other second tier organisations, such as other Young People's Foundations, in order to show the impact of real collaboration.

We want our members to be valued and prioritised by funders, and for funders to recognise that the route to real social change is through these organisations.

W

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

We conducted a stakeholder consultation with over 30 organisations working with children and young people in Ealing, who identified four top challenges facing them:

1. Core funding
2. Sustainability
3. Increased responsibility and pressure on staff and trustees (leading to possible retention issues)
4. Focus on innovation

Austerity has devastated services for children and young people:

Over £39 million has been cut from council youth service budgets across London, placing greater pressure on community and voluntary organisations.

As services reduce, we lose knowledgeable and experienced practitioners.

A decline in community spaces, especially those specifically designed for children and young people, makes it harder to engage children and young people and develop trusted relationships.

An increasingly competitive funding environment requires organisations to robustly identify need, demonstrate impact and provide 'innovative' solutions to issues facing children and young people, but many smaller grassroots organisations do not have the capacity to respond.

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

Surviving to sustaining training: this training will be delivered to members by the community fundraising manager plus experts in the areas from other organisations. It will cover the key elements listed above, and include significant one to one support, including sessions with the organisations trustees and key staff in developing various outputs of the course, such as an organisational strategy and business plan. It is anticipated that this programme will take around a year to fully complete.

Income generation events and seminars: Opportunities to meet funders, learn about and decipher the political landscape and how it can impact organisational strategy, understanding income diversification and other similar topics that add value to what is already available locally.

Partnership bids: Identifying appropriate grant funding streams and supporting the development of meaningful partnerships between organisations who can co-deliver, and supporting these partnerships to submit grant applications that they would not normally consider.

Why are you the right organisation to do this work?

In less than a year, the Young Ealing Foundation has developed relationships with over 50 grass roots organisations and conducted in-depth needs analysis of those organisations' needs. Existing infrastructure support organisations in the area are restricted in their offer to very basic, generic support because of funding restrictions. The Young Ealing Foundation has secured over £50,000 a year to directly support the sector in small grants, and have supported members to secure a further £250,000 in the last year.

Our management team and trustee board have extensive experience of the CYP sector in Ealing and can bring strong network and influential contacts. We have developed strategic partnerships with the Council, CCG, Ealing CVS, London Youth and others. Independently funded, we do not compete with members for funding opportunities or charge a management fee for our support of partnership bids.

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

We work closely with local infrastructure organisations as well as wider partners such as London Youth to coordinate services and avoid duplication. We have a formal partnership with London Youth around the Ealing offer, and we have hosted joint training and infrastructure support events with our partners. We sit on local steering groups to ensure our offer is complementary.

The Young Ealing Foundation focuses specifically on the CYP sector. In the last eight years, the turnover of Ealing CVS has halved from over £1m a year and statutory youth provision has lost around two thirds of its funding, from over £2m a year.

We can take a hands-on approach to fundraising, supporting members through individual and group training, bid writing support and designing projects. Our reputation and record of accomplishment with key funders allows us to broker specific new opportunities more than advice-focused services in the area.

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

Part of our purpose is to support our members to be fit-for-purpose. This means our core team will work with organisations to ensure that they:

- ? Identify needs of diverse communities and provide appropriate services
- ? Develop services to ensure maximum take up by all groups, particularly groups facing disadvantage and discrimination
- ? Improving access to information provided, considering the needs of disadvantaged and diverse groups
- ? Ensuring our staff are trained to deliver services in line with these commitments
- ? Monitoring take up of our services by organisations working with disadvantaged groups
- ? Include user representation from disadvantaged groups in our activities as advisers to or members of our trustee board

We are currently working with our members to set up a youth board in Ealing. The Board will meet to identify priorities for work with children and young people in Ealing, and evaluate existing services to identify gaps.

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?

We have conducted an in-depth needs analysis of organisations working with the children and young people in Ealing. They have expressed a strong wish for support that focuses more on developing the long-term sustainability of organisations, and not just focusing on short-term 'firefighting' support. Including this is starting a dialogue with them on what is really important for their organisation's survival and sustainability.

One of the things we are focused on is bring these organisations together regularly to build partnerships, allow best practice sharing and to connect organisations that are currently working in isolation. There are already a number of local forums, so we won't be adding an additional one, but we are working with each forum that exists to ensure that our members are well-represented and that the content is reflective of the sector's needs. Many of our members work with excluded and under-represented groups.

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 project focuses on an acute need to secure funds for children's and young people's organisations' services in Ealing, to develop sustainability. Without better access to, and better tools to successfully bid for, funding, many community-based organisations and services are at risk of closing.

Small and medium charities need to build up their fundraising capacity with funded advice and training programmes (Centre For London Report, 2018) and infrastructure organisations like YHF are recognised as playing a key role in bringing together small organisations and larger funders to pursue a shared impact (The Way Ahead, 2016).

This project also has an explicit focus on finding new funding models in partnership with grass-roots organisations and funders. These new partnership models and funding opportunities are preventative and will help small to medium charities to transition into new funding and delivery models.

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

Part of the Young Ealing Foundation's core purpose is to collaborate closely with any organisations that can help improve the lives of children and young people in Ealing. To achieve this mission, we will work with:

- ? Young Ealing Foundation members and stakeholders
- ? Other second-tier support organisations such as Ealing CVS and London Youth
- ? Local, London-wide and national trusts and foundations
- ? London-wide statutory funders such as GLA
- ? Development partners who can provide technical expertise to members in monitoring and evaluation, impact measurement frameworks, governance etc.
- ? Key local decision-making bodies i.e. Ealing Council and Ealing CCG to ensure close collaboration between local government and the youth sector
- ? Local statutory service providers, especially the education and healthcare sector, to better integrate statutory and non-statutory services for young people
- ? Local businesses and employers
- ? Schools brokered through the Council
- ? Other Young People Foundations to share learning and experiences

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?

The majority of the young people supported by our members will start their journeys at ?Surviving? as these organisations have grown up out of an organic local need when children and young people are identified as facing multiple issues in areas such as:

- ? Health and wellbeing including physical, mental and emotional health
- ? Disability
- ? Involvement in, or at risk of involvement in, crime and anti-social behaviour including youth violence
- ? Young people in or leaving care
- ? Young carers
- ? Youth employment and skills development
- ? Risk of discrimination based on gender, religion, disability, ethnicity or sexuality
- ? Refugees, asylum seekers and vulnerable migrants

The Young Ealing Foundation recognises the value of ensuring children and young people have the opportunity to thrive. We will support many organisations who provide opportunities for children and young people to move through the four stages of development, with a long term focus n ?Thriving?.

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

Any elements of this project that help beneficiaries to reduce their environmental footprint will be incidental and not measured. We will encourage all members who benefit from our support to consider co-working spaces, and how to make the best use of existing facilities and resources. We will also encourage all members, as part of the process, to adopt paperless monitoring and evaluation, and make best use of technology and CRM systems wherever possible.

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
Community Fundraising Manager (£35K + 17.5% NI + Pension)	39,754	40,748	41,767	42,811	43,881	208,961
IT Infrastructure/equipment	1,500	0	0	0	0	1,500
Travel & expenses	900	923	946	969	993	4,731
Event costs	2,400	2,460	2,522	2,585	2,649	12,615
Training costs	6,000	6,150	6,304	6,461	6,623	31,538
Training & development	1,000	1,025	1,051	1,077	1,104	5,256
Management & overheads	8,373	8,582	8,797	9,016	9,242	44,010
TOTAL:	60,407	60,380	61,889	63,436	65,022	311,134

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
Community Fundraising Manager (£35K + 17.5% NI + Pension)	39,754	40,748	41,767	42,811	43,881	208,961
IT Infrastructure/equipment	1,500	0	0	0	0	1,500
Travel & expense	900	922	946	0	0	4,731
Event costs	2,400	2,460	2,522	2,585	2,649	12,615
Training costs	6,000	6,150	6,304	6,461	6,623	31,538
Training & development	1,000	1,025	1,051	1,077	1,104	5,256
Management & Overheads	8,373	8,582	8,797	9,016	9,242	44,010
TOTAL:	60,407	60,380	61,889	63,436	65,022	311,134

Who will benefit?

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

4,000

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

Ealing

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:

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?

As a membership organisation, we will provide service to existing members with whom we have already developed relationships and conducted needs assessments with. We are also continuing to recruit new members.

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: **Elly Heaton-Virgo**

Role within **CEO**
Organisation: