

The City Bridge Trust

Bridging Divides: Application for a grant



About your organisation

Organisation Details

Name of your organisation: Young Harrow Foundation	
If your organisation is part of a larger organisation, what is its name?	
In which London Borough is your organisation based? Harrow	
Contact person: MR Dan Burke	Position: Chief Executive
Website: http://youngharrowfoundation.org	Social Media Accounts:
What Quality Marks does your organisation currently hold?	

Legal Status

Legal status of organisation: Registered Charitable Incorporated Organisation			
Charity Number: 1163589	Company Number:	CIC Number:	Bencom Number:
When was your organisation established? 16/09/2015			
Aims of your organisation: The overall aim of Young Harrow Foundation (YHF) is to develop a thriving sector of effective, resilient CSOs delivering improved outcomes for children and young people (CYP) in Harrow. YHF works with member CSOs, statutory bodies, funders, local businesses, schools and communities to tackle challenges facing children and young people and establish more effective ways of delivering activities which meet their needs. We aim to: <ol style="list-style-type: none">1. Increase CSOs' access to funding, including for organisational and core costs, to help them deliver stronger outcomes for CYPs.2. Develop new strategic cross-sector partnerships and innovative ways of working to meet the needs of CYPs.3. Support our members becoming more sustainable through having more effective and efficient organisational processes and practices.			

Main activities of your organisation:

Our key activities are:

1. Increasing access to funding
 - a. 1:1 member bid writing and fundraising support
 - b. Developing the skills and capacity of CSOs to fundraise more effectively for themselves
 - c. Making small grants to CSOs to support ?hard to fund? expenditure items (core costs, pilots)
2. Developing strategic partnerships
 - a. Bringing together members, funders, local providers, the Council and other stakeholders to identify and raise awareness of the needs of C&YP in Harrow
 - b. Provide leadership when working with Harrow Council and other statutory bodies
 - c. Creating new cross-sector partnership models to achieve stronger outcomes for CYP across the five key areas of need in Harrow.
3. Developing the resources of member CSOs
 - a. Supporting members to develop effective organisational practices (quality mark accreditations, improving financial, governance and performance management)
 - b. Develop the skills and capacity of CSOs to create and sustain partnerships with other organisations
 - c. Promote effective sharing of resources such as a shared ?venue bank?.

Your Staff & Volunteers

Full-time:	Part-time:	Trustee/Board members:	Active volunteers:
1	7	7	10

Do you have a Safeguarding policy? **Yes****Are the following people in your organisation subject to DBS checks?**Paid Staff
YesVolunteers
YesTrustees / 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?
Leased	2

Environmental Impact

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

We are currently reviewing our environmental policy as part of our overall review of our policies and procedures. We are working within the terms of the Leasehold to reduce environmental impact wherever possible. To date the following is in place:

- ? Flexible / home working policy to minimise staff travel and minimise the carbon footprint of commuting, including investment in cloud-based management and communication tools to support remote working
- ? Only heating rooms in use.
- ? A paper re-cycling facility and active reduction of printing and paper usage
- ? Replacement of disposable plastics and polystyrene with reusable items
- ? Recycling printer cartridges
- ? Signs reminding that lights and heaters are turned off when locking up.
- ? Installation of draft excluders as office insulation.

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	
Grants & donations:	£246,968	£259,445	£0
Earned income:	£0	£0	£0
Other income:	£0	£9,147	£0
Total income:	246,968	£268,592	£0
Charitable activity costs:	£204,216	£234,098	£0
Cost of raising funds:	£0	£8,000	£0
Other costs:	£0	£28,500	£0
Total expenditure:	£204,216	£270,598	£0
Free unrestricted reserves held at year end:	£30,000	£30,000	£0
What is your organisation's reserves policy?			
Our policy is to budget for a general reserves fund of about £30k. This would be equivalent to about three months core staff salaries and would enable us to meet urgent operating costs in the event of any unexpected emergency.			
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.

n/a

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?
Connecting the Capital/Civil society organisations are more effective and resilient

Please describe the purpose of your funding request in one sentence.
To support small and medium CSOs in Harrow to access funding Individually and in partnership for children and young people's services and core and organisational costs

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

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)

John Lyons Charity

How much funding are you requesting?

Year 1:
£56,981

Year 2:
£58,435

Year 3:
£59,933

Year 4:
£61,475

Year 5:
£63,064

Total Requested: £299,888

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

100 small and medium CSOs working with children and young people in Harrow are better equipped with the necessary skills and capacity to compete to win funding for their activities, including core organisational costs

50 small and medium CSOs working with children and young people in Harrow better equipped to develop effective bid partnerships with each other and other key stakeholders.

50 small and medium CSOs are working in effective long-term non-financial partnerships with other stakeholders in Harrow as a result of a change of culture around partnership working.

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

YHF achieving success in new funding bids totalling £1.5m for individual small and medium CSOs supporting children and young people in Harrow through 1:1 fundraising support

YHF achieving success in new partnerships funding bids totalling £1.5m for small and medium CSOs supporting children and young people in Harrow

YHF develops the skills and capabilities of small and medium CSOs people to create and sustain new non-funding partnerships with other stakeholders working with children and young people in Harrow

You and your grant request

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

We are applying for funding of £299,888 for five years to achieve £3 million of restricted and unrestricted funding for CSOs working with CYPs in Harrow to achieve stronger and more sustainable outcomes. Funding will help YHF work proactively with CSOs one to one and in partnership consortia so that they are better equipped to evidence needs, make strong bids to funders themselves and better appreciate the benefits of working together. The project will emphasise the importance of learnt experience and will provide CSOs with practical opportunities to trial new approaches to funding and partnerships working. This will include creating new partnership models that are not focussed around a bid, or consortium funding process, to encourage longer term and more genuine collaboration between CSOs and other stakeholders in Harrow. Funding sought will cover 70% of the CEO and 60% of the Fundraising Manager staff costs.

How will the project described achieve your stated outcomes?

This project responds directly to the needs of 100 member CSOs by providing fundraising support on 1:1 and partnership basis. It will increase income for members by £3,000,000 over 5 years for both projects serving CYP and core organisational costs. We will achieve improved outcomes for CYP through the provision of additional services focussed on the five needs areas and by supporting organisations with the skills, experience and reach within Harrow to have significant impact over the long term. However, we also recognise that in the ongoing funding climate, CSOs must develop better ways of working partnership with each other and other stakeholders locally in order to access funding and provide services. The project aims to directly support new forms of partnership working (financial and non-financial) through capacity and tools development, brokering relationships and providing new platforms for collaboration on the five needs areas.

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

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). YHF members consistently rate 'Finding New Funding Opportunities' and lack of 'Networking Opportunities' as their two most critical support needs (YHF Members' Survey 2017). Often stretched to capacity, small and medium CSOs struggle to submit lengthy or demanding funding applications to the quality required to be competitive and 'Fundraising Support' consistently scores highly as a key need. YHF's experience is that as well as lacking the networks of potential partners, small to medium CSOs also lack the experience, skills and practice of developing joint proposals, creating partnership agreements and contracts and day to day management of projects in consortia.

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

Funding support

- ? 1:1 bid writing support for CSOs to improve quality of outcomes
- ? Supporting CSOs to create the highest quality proposals using evidence and impact data
- ? Supporting CSOs to meet the minimum standards expected of funders in governance, financial management, safeguarding and reporting
- ? Using YHF's networks and reputation to broker new funding opportunities for members
- ? Facilitating proposal design and supporting bid writing for partnership bids
- ? Developing new forms of funding opportunities (e.g. Match funding models) and pilot new forms of engagement with funders.

Partnership Support

- ? Supporting CSOs working with CYP in Harrow to collaborate through issue-specific forums
- ? Creating partnership templates and tools to make collaboration easier (e.g. Sub-contracting guidance, consortia governance policies)
- ? Developing the skills and confidence of CSOs to better engage in collaboration and partnership working.

Why are you the right organisation to do this work?

YHF has secured over £1,000,000 for Harrow CSOs working with CYPs in Harrow directly and as a facilitating partner. Finding funding, networking and improving the quality of funding activity are key priorities for our members. YHF has a dedicated fundraising team to support our members. YHF members have said in our Annual Survey that they are satisfied or extremely satisfied with the fundraising (92%) and networking services (98%) YHF provides. YHF led the Harrow Needs Analysis alongside schools, Harrow Council and CSOs to research and highlight the needs of CYPs in Harrow.

YHF's management team and trustee board have extensive experience of the CYP sector in Harrow and can bring strong network and influential contacts. We have developed strategic partnerships with the Council, CCG, Safer Harrow Partnership and others. Independently funded, YHF does not compete with members for funding opportunities or charge a management fee for leading partnership bids.

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

YHF works closely with other Harrow infrastructure organisations (Harrow Community Action, Voluntary Action Harrow and Harrow Voluntary Sector Forum) to coordinate services and avoid duplication. These organisations offer a range of capacity building and training services for CSOs. Whilst VAH offer fundraising training to all CSOs and HCA support partnership bidding, only YHF focusses on CYP and the organisations that support them. YHF works closely with VAH to share funding knowledge coordinate organisational development services and quality mark training.

Because of YHF's expertise it can take a more 'hands on' approach to fundraising which will support members through 1:1 mentoring, bid writing support and designing effective projects. YHF's reputation and track record with key funders allows this project to more directly broker new funding opportunities than other more advice focussed 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?

We will ensure we monitor how well we implement our Equality and Diversity which commits to:

- ? identifying needs of diverse communities and provide appropriate services
- ? developing services to ensure maximum take up by all groups, particularly organisations working with 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
- seeking to include user representation/voice from disadvantaged groups into our activities as volunteers or advisers to our trustee board

We will work with our members to ensure that the voice of disadvantaged CYPs is represented in youth forums and panels. Our Needs Analysis highlighted five priority areas including mental health, youth violence, lack of skills and jobs and inequality which we will be focusing our support on.

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?

Partnership development is a key strand of our strategy and day to day activities. Our successes, particularly our new initiative setting up partnership groups of CSOs, public sector bodies, businesses and other key stakeholders to address the key issues from our Needs Analysis, will empower local organisations to maintain their partnerships. As also will our peer leaders? network of CSOs. YHF members predominantly work with sections of the Harrow community that are particularly excluded and disadvantaged. 78% of members focus exclusively on serving excluded and disadvantaged CYP, across a broad spectrum of needs and spanning a range of inequalities. Members? beneficiaries include CYPs struggling with emotional health and well-being, youth and gang violence, being carers, LGBTI young people who are bullied and excluded from wider society, young refugees, asylum seekers and vulnerable migrants facing uncertain residency, racial abuse, or poverty and young people lacking skills and routes to employment.

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 focusses on an acute need to secure funds for vital CYPs services in Harrow, to make sure CSOs are fit for purpose and sustainable over the long term. Without better access to funding, many organisations and services are at risk of closing, and many small and medium CSOs are reliant on declining grant and statutory income.

However, the project has an explicit focus on finding new funding models in partnership with CSOs 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?

YHF's core purpose is to collaborate closely with organisations which can help improve the lives of CYPs in Harrow. To achieve these outcomes, YHF will engage:

- YHF member organisations and associate members
- Local, London-wide and national trusts and foundations
- London-wide statutory funders such as GLA
- Development partners such as VAH, Upshot, etc. who can provide technical expertise to members in monitoring and evaluation, impact measurement frameworks, governance etc.
- Key local decision-making bodies i.e. Harrow Council and Harrow 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?

Most of the young people supported by our members are at the first two stages ?

Surviving and Coping. They would include CYPs struggling with:

- ? emotional health and well-being
- ? youth and gang violence
- ? a caring role
- ? being LGBTI and bullied and excluded from wider society
- ? being refugees, asylum seekers and vulnerable migrants facing uncertain residency, racial abuse, or poverty.
- ? lack of skills and routes to work

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

YHF will support our members to reduce their environmental footprint by:

- ? Creating digital platforms for communication and collaboration to reduce travel and associated carbon footprint (online database of services and partners)
- ? Support members in conducting environmental impact assessments (EIA)
- ? Support members to access funds to support EIA through fundraising and grant writing support
- ? Support members with physical assets to reduce their energy consumption as a part of overall sustainability planning and ongoing asset management support
- ? Reduce the needs for physical office space and energy consumption by pooling the resources of members through a ?Venue Bank?

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
CEO Salary (contribution, 28 hours)	34,500	35,535	36,601	37,699	38,830	183,165
Fundraising Manager (contribution, 12 hours)	13,966	14,385	14,817	15,261	15,719	74,147
Core / On Costs	4,840	4,840	4,840	4,840	4,840	24,200
Project Costs (venues for training and local programmes / workshops)	2,800	2,800	2,800	2,800	2,800	14,000
Travel	500	500	500	500	500	2,500
Events	375	375	375	375	375	1,875
TOTAL:	56,981	58,435	59,933	61,475	63,064	299,888


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

10
45
40
95
30



 £ 200,000

How much is requested from the Trust?

Expenditure heading	Year 1	Year 2	Year 3	Year 4	Year 5	Total
CEO Salary (contribution, 28 hours)	34,500	35,535	36,301	37,699	38,830	183,165
Fundraising Manager (contribution, 12 hours)	13,966	14,385	14,817	15,261	15,719	74,147
Core / On Costs	4,840	4,840	4,840	15,261	15,719	24,200
Project Costs (venues for training and local programmes / workshops)	2,800	2,800	2,800	2,800	2,800	14,000
Travel	500	500	500	500	500	2,500
Events	375	375	375	375	375	1,875
TOTAL:	56,981	58,435	59,933	61,475	63,064	299,888

Who will benefit?

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

100

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

Harrow

Does this project specifically target any groups or communities?

No - open to everyone

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?

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: **Malcolm John**

Role within **Chair**
Organisation: