

The City Bridge Trust

Bridging Divides: Application for a grant



About your organisation

Organisation Details

Name of your organisation: Trailblazers Mentoring Ltd	
If your organisation is part of a larger organisation, what is its name? N/A	
In which London Borough is your organisation based? Wandsworth	
Contact person: Mr. John Shepherd	Position: CEO
Website: http://www.trailblazersmentoring.org.uk	Social Media Accounts: Twitter: @TBMentor , Facebook: https://www.facebook.com/trailblazers.mentoring
What Quality Marks does your organisation currently hold?	

Legal Status

Legal status of organisation: Registered Charity			
Charity Number: 1074453	Company Number: 03647928	CIC Number:	Bencom Number:
When was your organisation established? 12/10/1998			
Aims of your organisation: Trailblazers Mentoring are committed to supporting vulnerable and subject to prejudice young offenders to improve their life prospects and escape the cycle of reoffending. Through mentoring we aim to provide life skills, emotional and practical support for offenders during and after leaving custody, helping them to find positive pathways for their own personal development, and to become an active member of the community. We use a model of training volunteer mentors from all walks of life to work with young offenders, aiming to increase self-awareness, self-esteem and confidence, as well as positive changes to attitude and relationships. We aim to support individuals for up to 6 months prior to and up to 9 months after release from custody, supporting beneficiaries through this key transition period.			

Main activities of your organisation:

We provide through-the-gate mentoring services for young offenders through HMP/YOI prison services, and with ex-offenders up to 9 months on release from custody. We currently run projects in four prisons across the UK: HMYOI Brinsford (Birmingham, Midlands and Wolverhampton areas), HMYOI Aylesbury (Buckinghamshire), HMP/YOI Isis and HMP Wandsworth (covering the London Boroughs).

These mentoring projects provide essential life skills and personal development for our mentees, working through a series of bespoke toolsets to guide mentees towards positive life choices and opportunities. 125+ volunteer mentors from diverse backgrounds work with mentees to complete the toolsets, and address personal challenges. The toolsets address topics including better relationships, skills development, managing money, access to employment (including links with ex-offender friendly employers), access to services and life beyond custody.

Across the 4 sites in 2017 we engaged with 129 new mentees in the past year. For 2018 we expect this number to grow to around 140 with further growth again in 2019.

Your Staff & Volunteers

Full-time:	Part-time:	Trustee/Board members:	Active volunteers:
4	2	6	119

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 Yes
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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?
Rented	NA

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

In recent years we have looked more closely at the ways we can further reduce our impact on the environment. Our organisational model promotes a positive environmental impact; through office sharing with existing organisations, our footprint is greatly reduced. The organisation operates from existing facilities within Her Majesty's Prison Service, who are committed through their environmental policies- specifically their Sustainable Operations Policy.

We are making further steps to reduce our impact, including an increase in paperless working. We are planning, where reasonably possible, to implement paperless or reduced paper usage for meetings, including at senior and board level.

We are committed to recycling within the organisation and staff are made aware of our environmental responsibilities through induction training.

Further strategy developments around staff travel between sites, including a switch to public transport where reasonable are currently being discussed, especially as we look to grow our reach across new sites.

Finance Details

Organisation Finances

	Year of most recent audited / examined accounts	Current financial year forecast	Next financial year budget
End of financial year date	31/12/2017	31/12/2018	31/12/2019
Grants & donations:	£322,744	£284,000	£342,000
Earned income:	£0	£0	£0
Other income:	£0	£0	£0
Total income:	322,744	£284,000	£342,000
Charitable activity costs:	£294,422	£239,000	£270,000
Cost of raising funds:	£2,375	£13,000	£18,000
Other costs:	£0	£16,000	£20,000
Total expenditure:	£296,797	£268,000	£308,000
Free unrestricted reserves held at year end:	£25,800	£33,550	£50,550
What is your organisation's reserves policy?			
Trailblazers reserves policy is to have unrestricted funds - that is, not committed or invested in tangible fixed assets ? in reserve to cover four to six months of expenditure in order to deal with any significant decrease in funding. The level of unrestricted reserves at 31 December 2017 is £25,800 (2016: £6,778) compared with estimated four to six months unrestricted expenditure of £40-60,000. The charity has made good progress in the last year to recover unrestricted reserves, and is confident of satisfying existing budgets to rebuild reserves further over the next 2 years.			
For your most recent financial year, what % f of your income was from statutory sources? 0%			

Organisational changes

Describe any significant organisational changed 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?
Positive Transitions/Ex-offenders

Which of the programme outcome(s) does your application aim to achieve?
Positive Transitions/Vulnerable and disadvantaged Londoners are more resilient and empowered to make positive choices
Positive Transitions/Londoners experiencing inequality or disadvantage are supported to become more Independent

Please describe the purpose of your funding request in one sentence.
To continue and enhance our mentoring programme for ex-offenders with through-the-gate support, helping young offenders? rehabilitation and reintegration pre and post release.

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?
Yes

Another funder? (if so which)

How much funding are you requesting?

Year 1: £35,000	Year 2: £36,000	Year 3: £0	Year 4: £0	Year 5: £0
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Total Requested: £71,000

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

83% of mentees will refrain from reoffending and will be out of custody 6 months post-release.

90% of mentees will report a significant improvement in their life prospect and all-around skills, and feel comfortable and confident to remain crime free and make a positive start to life outside of custody.

65% of mentees will have moved into further education, employment, or vocational-based training within 6 months from release.

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

12-14 months mentoring support (50 weekly meetings) for 40 young offenders (new engagements) pre and post release at HMP/YOI Isis annually for 2019 and 2020

12-14 months mentoring support (50 weekly meetings) for 40 young offenders (new engagements) pre and post release at HMP Wandsworth annually for 2019 and 2020

Develop official referral partnerships with at least 3 new organisations per year, to support mentees into employment/vocational training opportunities.

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

We will deliver a 12-14month rolling mentoring programme, providing through-the-gate support for young offenders.

We will recruit and train volunteer mentors, who will work with assigned young offenders both in prison, and on their release. Each Mentor works with their mentee a minimum of 4 times per month (8hours contact time). Together they work through a set of Trailblazers designed toolsets, aimed at overcoming the main barriers to reintegration.

The toolsets are:

Introduction to mentoring-understanding mentoring process and relationship

Asserting myself- self-motivation, confidence building and soft skills

Better relationships- improving family and other relationships, understanding needs, respect, behavioural aspects

Money matters- budgeting, access to benefits

Getting to work- employment skills, CV writing, job/education search

Through the gate- challenges, dealing with prejudice, where to go for advice etc

Mentors are supported on leaving custody through the programme, with close monitoring, referral and where possible, personal introduction to employers and education bodies.

Why are you the right organisation to do this work?

We have achieved excellent results from our projects for 20yrs, drastically reducing rates of reoffending from 56% (national average) to 15% (our mentees). Our track record exemplifies the high quality of our mentoring programme, establishing an excellent grounding with some of the major prison and detention services in the country. This trusted relationship enables us to work closely with our beneficiaries and better tailor our programme to ensure our work is very relevant to the experiences of our users. Trailblazers was the first organisation to offer through-the-gate support in this model, to date putting over 3000 young people through the programme- expertly positioning us to deliver this vital work. We understand the journey of our beneficiaries better than most other organisations, because of the intensity and duration with which we engage young offenders. Unlike others, we tackle root causes of offending, rather than trying to mitigate the effects of it.

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

Both HMP Wandsworth and HMP/YOI Isis have a range of service providers, focused around education and specific career skills. Whilst these preparatory skills have merit in themselves, Trailblazers are the only provider who continue their work over a longer period, and, crucially, on release from custody. From our experience, whilst possible to develop a range of skills in prison, the challenge and adjustment on release is a much bigger challenge to overcome than learning a new skill. Our mentoring programme ensure that preparatory work by other agencies, and ourselves during custody can be galvanised by the ex-offenders as they reintegrate with society. The continual support of our mentors provides them with a clear direction and supports mentees to put into practice newly acquired skills, simultaneously gaining greater self-esteem and resilience. This is vital for navigating the road ahead, overcoming the difficulty ex-offenders face in securing employment, for example.

You and your grant request

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

We are seeking support from City Bridge Trust to continue our ongoing community mentoring programme, supporting mentee ex-offenders from HMP Wandsworth and HMP/YOI Isis, where historically 100% of mentees resettle within the London Boroughs. The project will support all aspects of our mentoring programme, from the recruitment and training of our volunteer Mentors to funding project manager salary, and additional support costs related to the two Institutes' projects.

The funding will support delivery of the mentoring programme to 50-60 individuals undergoing a 12-14 month mentoring process, starting up to 6 months prior to and 6-8 months post release.

How will the project described achieve your stated outcomes?

Upon release from custody, young ex-offenders come face-to-face with a whole range of challenges, disadvantages and discrimination. Already faced with the challenge of rebuilding their reputation, individuals have multiple barriers to overcome, including financial instability, housing and resettlement, making relationships anew, including family, friends and partners and securing employment. These overwhelming circumstances sadly lead many back to reoffending, seeing it as the easy, or only option open to them.

Through our mentoring programme, we aim to turn around the fortunes of young offenders, offering them the support and skills they need to make a new start, a positive contribution to society, and, ultimately to avoid the cycle of reoffending.

In this process, we instil self-esteem and confidence, secure employment opportunities, mend relationships and family bonds, and improve the quality of life for young offenders upon release, easing the prejudice faced by this forgotten demographic.

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

The current reoffending rate of young offenders stands at 56% within 6 months of release; half of those released will be back in custody within 6 months, with many reoffending multiple times. For offenders, this further reduces their life prospects, and without tailored support, they have few options available to them to escape this cycle.

Communities face increased levels of crime and anti-social behaviour, affecting their quality of life and safety. The cost of incarceration to the public purse is huge; it costs an estimated £47,683 annually to imprison one person in a Youth Offending Institute, compared with £2,398 to put a young offender through our mentoring programme. Governments own estimate of the cost of re-offending is in the region of £13 billion per annum.

We know there is a demand for through-the-gate mentoring initiatives supporting individuals longer term; our services are reducing reoffending rates to 15% amongst our beneficiaries.

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

We are continuously evaluating our work. Mentors and mentees evaluate progress monthly, including gathering vital information about any improvements, additions or changes we can make to better address the needs of ex-offenders. We recognise the constantly changing needs of our beneficiaries, and this process allows us to reflect and represent the needs of this disadvantaged group. We recently recruited an ex-offender to the board of trustees who himself served sixteen years in prison, as part of our commitment to ensure the views of our beneficiaries facing disadvantage are wholly represented in our work. This is a valuable asset to our governance model and enables a much greater and detailed understanding of how our projects can reflect the views of those we strive to support.

We hope to establish an annual forum for previous mentees, their families and community, helping us to continue reviewing and improving effectiveness of our work.

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?

Our programme is unique in how we utilise civic responsibility as part of the key delivery function of our mentoring programme. Every one of our 125+ mentors are volunteers who dedicate a significant amount of their time to helping disadvantage and excluded members of our society. Our volunteer mentors come from diverse backgrounds, and the overwhelming response is that by helping others, they are empowered to support communities much more. We actively promote the personal and social benefits our programme brings, not only to participants, but in tackling social exclusion and creating more cohesive communities.

It is also important to note the collective voice of our mentors in helping wider society to adopt a different and more solution-focussed approaches to the rehabilitation of offenders. The stigma attached to ex-offenders is a major factor in young people reoffending; our mentors set an example of how a different approach can reverse this.

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?

Our project focuses on preventing young offenders from slipping back into a cycle of reoffending upon releases from custody. Essentially, our work is both preventative, but also focused on identifiable needs of our target beneficiaries, including skills development and emotional support. We know the problem of reoffending exists generally within our beneficiary groups; our assessment process in selecting suitable mentees for the programme takes into account the individual's need and relative risk to reoffending, upon which our programme can act as early intervention- this is particularly prevalent in first time offenders. However, every one of our beneficiaries will face discrimination, and challenges upon release, and these needs are identifiable and determine how we construct our mentoring framework and toolsets.

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

We will be working closely with Her Majesty's Prison and Youth Offending Institute services, particularly in ensuring safeguarding and assessment of mentor/mentee partnerships. This is a crucial part of our process; we match mentees with a mentor who is particularly well suited to deal with the specific issues or priority needs of that mentee, and in doing so, the prison service's knowledge and understanding of our individual beneficiaries' circumstances are very useful.

We will continue our constructive dialogues with other service providers and educational partners, as well as a range of employers who actively encourage applications from ex-offenders, including Redemption Roasters, Costa Coffee, Railtrack, Virgin Trains, Cracket IT and The Hilton Group to name but a few. We are also in early discussions with major construction companies who are sometimes required as part of their contract to employ a certain percentage of ex-offenders.

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 our mentees will begin their journey at the second stage, Coping. Having said this, most will be coping through unsustainable patterns of repeat offending as a means to survive. The mentoring programme helps individuals to learn ways to adapt, in terms of their mental outlook, development of transferrable skills, and ability to adapt to new and unfamiliar environment upon release from custody. The project is transformational for young offenders' life opportunities, but most importantly in developing their skills which allow them to thrive. For the majority of our mentees, the programme represents a key transition in their mentality to become more resilient through difficult transition points, and to overcome the disadvantages they face as a result of their past actions.

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

No.

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
Salaries inc employers NI & pension	62,328	63,574	0	0	0	125,902
Training	2,000	2,000	0	0	0	4,000
Travel & expenses	2,400	2,400	0	0	0	4,800
Printing, stationary, postage and telephone	1,090	1,090	0	0	0	2,180
Mentor recruitment & training	3,500	3,500	0	0	0	7,000
Mentor travel	6,000	6,000	0	0	0	12,000
Core Costs/Overheads-Project Weighted	52,762	53,110	0	0	0	105,872

TOTAL:	130,080	131,674	0	0	0	261,754
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What income has already been raised?

Source	Year 1	Year 2	Year 3	Year 4	Year 5	Total
John Lyons	25,000	25,000	0	0	0	50,000
Lloyds Foundation	4,961	4,961	0	0	0	9,922

TOTAL:	29,961	29,961	0	0	0	59,922
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What other funders are currently considering the proposal?

Source	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Big Lottery	89,066	90,498	0	0	0	179,564

TOTAL:	89,066	90,498	0	0	0	179,564
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How much is requested from the Trust?

Expenditure heading	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Salaries Inc employers NI & pension	16,771	17,381	0	0	0	34,152
Training	538	547	0	0	0	1,085
Travel & Expenses	646	656	0	0	0	1,302
Printing, stationary, postage and telephone	293	299	0	0	0	592
Mentor recruitment & training	942	957	0	0	0	1,899
Mentor travel	1,614	1,640	0	0	0	3,254
Core Costs/Overheads-Project Weighted	14,196	14,520	0	0	0	28,716
TOTAL:	35,000	36,000	0	0	0	71,000

Who will benefit?

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

80

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

Wandsworth

Greenwich

Does this project specifically target any groups or communities?

Yes - please enter details below

This project will specifically work with the following age groups:

16-24/25-44

This project will specifically work with the following gender groups:

Male

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:
Young Male Offenders, aged 18-30, starting during custody.

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

We have provided mentoring services for this groups for over 20 years. Through our close working relationship with prison services, we identify suitable candidates for our mentoring programme- each undergoes assessment before enrolment on the programme.

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: **John Shepherd**

Role within **Chief Executive**
Organisation: