

# The City Bridge Trust

## Investing In Londoners: Application for a grant



### About your organisation

Name of your organisation: <b>London Legal Support Trust</b>	
If your organisation is part of a larger organisation, what is its name? <b>London Legal Support Trust</b>	
In which London Borough is your organisation based? <b>City</b>	
Contact person: <b>Ms Vicky Ling</b>	Position: <b>Interim Chief Executive</b>
Website: <b>http://www.londonlegalsupporttrust.org.uk</b>	
Legal status of organisation: <b>Registered Charity</b>	Charity, Charitable Incorporated Company or company number: <b>1101906</b>
When was your organisation established? <b>01/01/2003</b>	

### Grant Request

Under which of City Bridge Trust's programmes are you applying? <b>Strengthening London's Voluntary Sector</b>		
Which of the programme outcome(s) does your application aim to achieve? <b>More people accessing debt and legal services</b> <b>More organisations with improved skills in financial management</b>		
Please describe the purpose of your funding request in one sentence. <b>To support third sector legal advice organisations in becoming more sustainable through strategic grant-making, sharing good practice and encouraging partnership working.</b>		
When will the funding be required? <b>01/09/2017</b>		
How much funding are you requesting?		
Year 1: <b>£150,000</b>	Year 2: <b>£150,000</b>	Year 3: <b>£0</b>
<b>Total: £300,000</b>		

**Aims of your organisation:**

The Trust funds voluntary sector legal agencies in London and the home counties that provide free legal advice to poor and/or disadvantaged members of the public, and network organisations that support these legal agencies. It works with other funders, eg. the Future Advice Fund, to increase its impact (eg. a joint fundraising course).

It funds new social welfare legal advice provision and prioritises legal services that encourage or provide co-operation between agencies and volunteers from private practice.

It provides one-off capital support to increase capacity. It prioritises applications which the Trust considers will assist agencies to lever in additional funds from other sources.

LLST supports organisations which are progressive and client-centred. It operates 'Centres of Excellence', which is a diagnostic scheme to identify agencies' strengths and weaknesses, to identify the best forms of support (eg. management consultancy, brokering relationships, fundraising support, money-saving) which can be given and help them improve service delivery and infrastructure, to promote long-term sustainability.

**Main activities of your organisation:**

1. Raising funds to distribute as grants - The main fundraising activity of the Trust is the London Legal Walk (it also runs other walks/ events). The 2017 Walk had around 12,000 walkers in over 650 teams. We expect to raise £800,000 this year. It is supported by 100 Judges, the 50 largest law firms in London, hundreds of smaller ones and voluntary organisations (which can keep 100% of the funds they raise through this high-profile event). The Law Society is the headline sponsor.
2. Working collaboratively with others to raise funds for the advice sector - eg. the Legal Education Foundation, which applied to CBT for 6 solicitors' training contracts to be offered by Centres of Excellence.
3. Supporting the improved management and infrastructure of the voluntary advice sector, eg. through the 'Centres of Excellence' scheme.
4. Helping to reduce costs and save money through pro bono or discount buying schemes, utilising the skills of a specialist procurement volunteer.

**Number of staff**

Full-time:	Part-time:	Management committee members:	Active volunteers:
<b>3</b>	<b>2</b>	<b>12</b>	<b>17</b>

**Property occupied by your organisation**

Is the main property owned, leased or rented by your organisation?	If leased/rented, how long is the outstanding agreement?
<b>Rented</b>	<b>3 years</b>

## Summary of grant request

### 1. The need for the project

In 2012-13 there were 870 NfP legal aid providers. In 2013-14 there were just 95 - a fall of 90%. The impact of legal aid cuts, combined with local government spending cuts and other funding changes, has been estimated to take over some £100 million annually out of the advice economy in England and Wales. The impact is disproportionately serious in London due to higher levels of deprivation. Due to our work with legal advice centres we know that they need support to make their management more effective to make the most of their existing funding and generate additional funds.

### 2. How the work will be delivered

The LLST Centre of Excellence/MOT (COEx) provides funding and free management consultancy/training to NfP agencies delivering legal advice services. Each agency carries out a self-assessment against a range of good practice indicators (see below). These are assessed by a sector specialist. LLST provides and/or brokers funding and other forms of support to enable the agency to reach or maintain COEx status. LLST has developed a costs-saving scheme and has knowledge base in relation to charity reliefs and discounts, VAT, energy costs, cost effective IT solutions.

### 3. What your project will aim to achieve

The COEx project will continue to assist individual agencies to identify where there may be threats to their sustainability and provide practical support so they can develop strategies to overcome those threats and develop opportunities. LLST will continue to encourage the COEx and other agencies to set up new free and pro bono advice services.

### 4. Why you are the right organisation to deliver the work

Between them, LLST's staff have decades of experience in working with the nfp legal advice sector. LLST also contracts with expert consultants for additional support where required. LLST works with agencies which are members of the main advice networks, AdviceUK, Citizens Advice, Law Centres Network, and Shelter. It is in an excellent position to share expertise and good practice across networks.

### 5. How your project will meet the Trust's programme outcome under which you are applying

LLST asks agencies to monitor and report the numbers of people they help by problem category, which enables LLST to identify whether more people are accessing debt and legal services. It monitors the number of new advice sessions compared to emergency 'keeping doors open' applications. The former have grown and the latter decreased since the COEx scheme started.

The COEx covers: management and governance; risk, business planning and strategy; financial management; quality and compliance. Agencies reflect on their annual progress in each area and identify issues which need further development, supported through LLST where possible.

### 6. How your project meets the Trust's 'Principles of Good Practice'

LLST tracks the cascade benefit of the support-service we provide by monitoring development in each agency year on year through self-assessment and external assessment by a sector-specialist consultant.

LLST involves the organisations we support in the continuous improvement of our own services through questionnaires. This has resulted in work to improve communication about the way the scheme works.

LLST has established wide recognition throughout the sector. Many of the COEx have been forced to reduce in size in recent years so LLST supports a number of smaller agencies.

LLST has been working with the Future Advice Fund to share learning by the COEx about profile development in order to promote fundraising with the wider sector. Initiatives are also publicised through the Legal Voice website and events and through the London Funders network.

If you need any planning or other statutory consents for the project to proceed, what stage have the applications reached?

Do you have a Vulnerable Adults policy? **No**

What Quality Marks does your organisation currently hold?

**None**

### **Outputs and outcomes**

What are the main activities or outputs you want to deliver? Please include no more than 5. By activities or outputs we mean the services, products or facilities you plan to deliver. If you plan to deliver work over more than one year you should include activities over the full grant period requested. Try to be specific.

**To increase the numbers of legal advice agencies achieving COEx status to 32 in 2017-8 and 40 in 2018-19.**

**To embed the COEx assessment process in agencies already in the process by encouraging them to submit 32 self assessment reports and carrying out 10 assessment visits in 2017-8 (assessment visits are carried out every 3 years) and 40 self assessment reports and carrying out 14 assessment visits in 2018-19.**

**Provide 3 group learning development opportunities per year for COEx and other agencies, to raise awareness of the COEx scheme and encourage additional agencies to work towards COEx status.**

**Provide grants totalling £384,000 to 32 COEx agencies in 2017-18 and £480,000 to 40 COEx agencies in 2018-19**

**In 2018-19 To evaluate the effectiveness of the COEx in promoting sustainability by undertaking an evaluation exercise of those agencies which joined the scheme in 2014 and 2015 (20 agencies).**

What main differences or outcomes do you hope the activities you have described above will achieve? Please include no more than 5. By differences or outcomes we mean the changes, benefits, learning or other effects that result from the work your project would deliver. These might be for individuals, families, communities or the environment.

**By providing increased funding to COEx agencies to deliver new free or pro bono legal advice services in housing, debt, welfare benefits, immigration or employment. This would support vulnerable individuals in the community to access justice and promote well-being.**

**By providing increased funding to COEx agencies to keep the doors open of a legal advice session in housing, debt, welfare benefits, immigration or employment. This would support vulnerable individuals in the community to access justice and promote well-being.**

**By providing COEx agencies assessment and feedback opportunities against good practice management criteria, to enable them to diversify their funding base and strengthen their resilience.**

**By providing COEx agencies and others the opportunity to share good practice in fund-raising and financial management, enable them them to diversify their funding base and strengthen their resilience.**

**By sharing the experience of the COEx agencies and other LLST beneficiary advice agencies with other funders, to spread awareness of the social issues in the community requiring legal advice by end-users. Also, spreading awareness of the issues affecting agencies providing legal advice services to disadvantaged groups.**

Do you plan to continue the activity beyond the period for which you are requesting funding? If so, how do you intend to sustain it? If not, what is your exit strategy?

**Yes. LLST is re-structuring to allow the CEO to concentrate on planning and strategic development. The trustees have set a a long-term target of increasing fundraising to £5m a year to support 50 COEx. LLST expects that by 2020 significant progress will have been made towards this.**

## Who will benefit?

### About your beneficiaries

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

**100**

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

**London-wide (100%)**

What age group(s) will benefit?

**All ages**

What gender will beneficiaries be?

**All**

What will the ethnic grouping(s) of the beneficiaries be?

**A range of ethnic groups**

If Other ethnic group, please give details:

What proportion of the beneficiaries will be disabled people?

**1-10%**

## Funding required for the project

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

Expenditure heading	Year 1	Year 2	Year 3	Total
Salaries, NI and pensions	218,957	231,091	231,091	0
Payroll costs, Training, Accommodation, IT	19,220	19,308	19,308	0
Direct fundraising costs of events	60,000	60,000	60,000	0
Audit, finance, governance	3,000	3,000	3,000	0
Development, Comms, COEx consultancy	15,000	15,000	15,000	0
Grant-making	645,000	645,000	645,000	0
	0	0	0	0
	0	0	0	0
	0	0	0	0

<b>TOTAL:</b>	<b>977,177</b>	<b>989,399</b>	<b>989,399</b>	<b>0</b>
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### What income has already been raised?

Source	Year 1	Year 2	Year 3	Total
London Legal Walk	800,000	0	0	0
Please see note re years	0	0	0	0
	0	0	0	0
	0	0	0	0

<b>TOTAL:</b>	<b>800,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
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### What other funders are currently considering the proposal?

Source	Year 1	Year 2	Year 3	Total
N/A	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0

<b>TOTAL:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
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### How much is requested from the Trust?

Expenditure heading	Year 1	Year 2	Year 3	Total
Contribution to all headings above	150,000	150,000	0	0
Please see note re years	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0

<b>TOTAL:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
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## Finance details

Please complete using your most recent audited or independently examined accounts.

Financial year ended:	Month: <b>December</b>	Year: <b>2016</b>
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Income received from:	£
Voluntary income	234,679
Activities for generating funds	918,059
Investment income	2,898
Income from charitable activities	0
Other sources	0
<b>Total Income:</b>	<b>1,155,636</b>

Expenditure:	£
Charitable activities	840,328
Governance costs	8,856
Cost of generating funds	266,174
Other	47,289
<b>Total Expenditure:</b>	<b>1,162,647</b>
<b>Net (deficit)/surplus:</b>	<b>-7,011</b>
<b>Other Recognised Gains/(Losses):</b>	<b>0</b>
<b>Net Movement in Funds:</b>	<b>-7,011</b>

Asset position at year end	£
Fixed assets	0
Investments	0
Net current assets	245,401
Long-term liabilities	0
<b>*Total Assets (A):</b>	<b>245,401</b>

Reserves at year end	£
Restricted funds	0
Endowment Funds	0
Unrestricted funds	245,401
<b>*Total Reserves (B):</b>	<b>245,401</b>

\* Please note that total Assets (A) and Total Reserves (B) should be the same.

### Statutory funding

For your most recent financial year, what % of your income was from statutory sources?  
0%

### Organisational changes

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

The CEO left the organisation in March 2017. Vicky Ling was appointed as interim CEO (having had an induction period from December 2016 - March 2017). Recruitment to the permanent CEO role commenced in May and it is hoped that a permanent post-holder will be selected in July.

### Previous funding received

Please list the funding received by your organisation from the following statutory sources during the last THREE years.

	Year 3 £	Year 2 £	Most recent £
City of London (except City Bridge Trust)	0	0	0
London Local Authorities	0	0	0
London Councils	0	0	0
Health Authorities	0	0	0
Central Government departments	0	0	0
Other statutory bodies	0	0	0

### Previous grants received

Please list the grants received by your organisation from charitable trusts and foundations (other than City Bridge Trust) during the last THREE years. List source, years and annual amounts. Please include the 5 largest only.

Name of Funder	Year 3 £	Year 2 £	Most recent £
None	0	0	0
	0	0	0
	0	0	0
	0	0	0
	0	0	0

### 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: **Vicky Ling**

Role within                      **Interim CEO**  
Organisation: