

# The City Bridge Trust

## Investing In Londoners: Application for a grant



### About your organisation

Name of your organisation: <b>Community Links Trust Ltd</b>	
If your organisation is part of a larger organisation, what is its name? <b>no</b>	
In which London Borough is your organisation based? <b>Newham</b>	
Contact person: <b>Ms Jane Hutt</b>	Position: <b>Income Generation &amp; Partnerships</b>
Website: <b><a href="http://www.community-links.org">http://www.community-links.org</a></b>	
Legal status of organisation: <b>Registered Charity</b>	Charity, Charitable Incorporated Company or company number: <b>1018517</b>
When was your organisation established? <b>25/08/1977</b>	

### Grant Request

Under which of City Bridge Trust's programmes are you applying? <b>Reducing Poverty</b>
Which of the programme outcome(s) does your application aim to achieve? <b>More Londoners with improved economic circumstances</b> <b>More people accessing debt and legal services</b>
Please describe the purpose of your funding request in one sentence. <b>To develop an ambitious holistic model of advice delivery, which is built on a relational and assets-based approach, digital methods, shared learning and connected community.</b>
When will the funding be required? <b>01/03/2018</b>
How much funding are you requesting? Year 1: <b>£41,221</b> Year 2: <b>£44,221</b> Year 3: <b>£47,521</b> <b>Total: £132,964</b>

**Aims of your organisation:**

For nearly 40 years, Community Links has been tackling the causes and consequences of poverty and social exclusion in east London by delivering practical support and local solutions to those most in need. We are founded on two principles: to find new solutions to old problems and to deliver them with the whole community. Our mission is to generate change by ensuring access to all forms of opportunity: learning, skills, employment and social networks. Our vision is of confident communities ready to seize opportunities and create their own. We aim to act early and prevent problems from occurring in the first place, rather than deal with the consequences later on. Through our policy and campaigning work, we share our experience and lessons with policy-makers and community groups across the country to widen the impact of our projects and to generate lasting social change.

**Main activities of your organisation:**

Our core activities include disadvantaged children and young people; advice; community development; education, employment and training support; and health. Some of our major programmes include Money Advice Service; Talent Match; Future Links; and the Capitalise Advice services. Our overarching philosophy is to offer support and opportunities to isolated, excluded communities in Newham wherever we can.

In addition, our research and policy work is shared nationally to create change in the systems that shape our society; recently we helped to reduce benefit sanctions by the DWP by almost 50%.

Between 2013 and 2016:

- We delivered 14,921 advice sessions around housing issues, debt and benefit sanctions; preventing 184 evictions and restructuring almost £3m of personal debt.
- 4,698 service users attended employability programmes, 2655 people attained qualifications and 2,180 moved into employment.
- 6,320 people participated in the activities and services on offer at our Community Hubs.

**Number of staff**

Full-time:	Part-time:	Management committee members:	Active volunteers:
<b>32</b>	<b>16</b>	<b>14</b>	<b>1,685</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>Leased</b>	<b>100 years</b>

## Summary of grant request

At Community Links, we want to remain a leading authority in advice provision, offering a model that is adaptive in the face of an ever changing external environment and meets the needs of the whole community. We want to develop a holistic model of advice delivery that can be replicated and where policy and research takes a key position to ensure that meaningful change occurs in the systems that shape people's lives. The support of the City Bridge Trust will form the foundation of our new model.

Community Links has been delivering debt, welfare and housing advice to local residents in Newham for 40 years. A holistic advice service which works for the whole community is at the heart of our community provision and throughout our existence we have pioneered new approaches, for example our recent Advice Champions project and our longstanding focus on Early Action interventions. Community Links is one of the few organisations in Newham offering specialist advice and there are few places for people to turn for support due to the dearth of cuts to statutory advice services.

Service users are increasingly presenting a number of interwoven interconnected issues, which need a holistic solution and it is vital we are responsive to their needs. The introduction of Universal Credit and more stringent benefit sanctions have affected many people, particularly in Newham where claim rates for all key means-tested benefits are considerably higher than the London average. Universal Credit aims to unite all entitled benefits and tax credits into a single monthly payment, our advice service must be adaptive enough to deal with this catch-all system and provide integrated solutions for housing, income support, employment and tax credit issues. The sanction rate is currently 4% higher than that of the Job Seekers Allowance, which illustrates the changing need and how our advice service must be flexible to meet this.

We want to explore methods of advice delivery, which shift away from traditional, transactional principles of delivery where service users are given solutions to immediate needs, which can increase dependency and encourage a one-way relationship of reliance. Instead, our service users will be supported to build their options and empowered to find their own solutions through capacity first. These values speak to our long term commitment to Early Action and our belief that providing people with the tools to develop their own competencies and their own solutions is much more beneficial for resilience. By reducing dependency and empowering people to be more robust, our service users will develop the skills and knowledge to avoid crisis in the future, giving them a more secure and stable platform. This approach also offers the chance for wider community benefits.

### Programme outcomes

We have demonstrated how this partnership would align the values of Community Links and the City Bridge Trust, including commitment to meeting the Reducing Poverty programme outcomes of:

- ? More Londoners with improved economic circumstances
- ? More people accessing debt and legal services.

### Good practice

Volunteers are integral to our advice service and part of our part of our strategy is to develop a Community Links Volunteer Bank. We involve service users in the management and running of the service by seeking their feedback and will be consulting them as part of this grant. In terms of our commitment to equality and diversity, we welcome people from all backgrounds and our service user profile for advice reflects the diversity of our community. We also take steps to reduce our carbon footprint, for example through recycling.

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? **Yes**

What Quality Marks does your organisation currently hold?

**Investors in People, Specialist Quality Mark Standard for the specialist legal advice services we provide and the Fundraising Standards Board.**

### **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.

**Delivering housing advice**

**Delivering debt and welfare benefits advice**

**Running an open door, drop in advice service, four mornings a week**

**Using practical experience to contribute to social policy responses**

**Community Consultation Sessions which contribute to mapping and implementing a new model of Advice**

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.

**People in crisis have improved housing conditions and a reduced risk of homelessness, increasing quality of life**

**People in crisis have increased income through reinstating full benefit entitlement, or securing new/increased benefit payments; improving economic circumstances**

**People in crisis have increased access to advice services in an area where few options remain**

**Influence our volunteer bank**

**Map and implement a new relational model of advice provision which works for the whole community**

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. We are currently in discussion with the Oak Foundation, who have previously funded our advice work. They have invited an application for a five year test and learn project to develop a new model of advice.**

## Who will benefit?

### About your beneficiaries

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

**950**

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

**Newham (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?

**41-50%**

## Funding required for the project

*Revised Budget  
Attached  
overleaf.*

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

Expenditure heading	Year 1	Year 2	Year 3	Total
Specialist Advisor	28,000	28,000	28,000	84,000
Programme Management: Head of Advice	3,000	3,000	3,000	9,000
Marketing	500	500	500	1,500
Membership to Advice UK	351	351	351	1,053
Policy & Research Officer	1,250	2,500	2,500	6,250
Programme Costs (Community Consultation + Map New Model)	1,250	2,500	1,250	5,000
Director of Action & Advocacy	0	0	4,000	4,000
Overheads	6,870	7,370	7,920	22,160
	0	0	0	0
<b>TOTAL:</b>	<b>41,221</b>	<b>44,221</b>	<b>47,521</b>	<b>132,963</b>

### What income has already been raised?

Source	Year 1	Year 2	Year 3	Total
	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>

### What other funders are currently considering the proposal?

Source	Year 1	Year 2	Year 3	Total
	0	0	0	0
<b>TOTAL:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

### How much is requested from the Trust?

Expenditure heading	Year 1	Year 2	Year 3	Total
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**Funding required for the project**

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

<b>Expenditure heading</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Total</b>
Specialist Advisor (0.8 FTE) – basic salary	£28,800	£29,088	£29,378.88	£87,267
Specialist Advisor (0.8 FTE) – N.I. (11%)	£3,168	£3,199.68	£3,232	£9,599
Specialist Advisor (0.8 FTE) – Employer pension contribution (3%)	£864	£872.64	£881	£2,618
Programme management (allocation of staff	£3,000	£3,030	£3,060	£9,090
Policy, research and Influencing activity (allocation of staff time)	£1,250	£2,500	£2,500	£6,250
Marketing	£500	£500	£500	£1,500
Membership to Housing Law Practitioners	£150	£150	£150	£450
Practice certificate	£318	£318	£318	£954
Specialist training for advisor	£450	£450	£450	£1,350
Programme costs	£1,250	£2,500	£1,250	£5,000
Evaluation and legacy planning	£3,500	£0	£4,500	£8,000
Management contribution to HR, finance, facilities and other central services	£8,650	£8,522	£9,244	£26,416
<b>TOTAL:</b>	<b>£51,900</b>	<b>£51,130</b>	<b>£55,464</b>	<b>£158,494</b>

**What income has already been raised?**

<b>Source</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Total</b>
N/A				
<b>TOTAL:</b>				

**What other funders are currently considering the proposal?**

<b>Source</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Total</b>
N/A				
<b>TOTAL:</b>				

**How much is requested from the Trust?**

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## Finance details

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

Financial year ended:	Month: <b>March</b>	Year: <b>2016</b>
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Income received from:	£
Voluntary income	745,471
Activities for generating funds	814,663
Investment income	1,794
Income from charitable activities	3,051,348
Other sources	0
<b>Total Income:</b>	<b>4,613,276</b>

Expenditure:	£
Charitable activities	4,363,886
Governance costs	192,877
Cost of generating funds	417,342
Other	476,190
<b>Total Expenditure:</b>	<b>5,450,295</b>
<b>Net (deficit)/surplus:</b>	<b>-837,019</b>
<b>Other Recognised Gains/(Losses):</b>	<b>42,398</b>
<b>Net Movement In Funds:</b>	<b>-794,621</b>

Asset position at year end	£
Fixed assets	2,058,540
Investments	10,548
Net current assets	500,230
Long-term liabilities	
<b>*Total Assets (A):</b>	<b>2,569,318</b>

Reserves at year end	£
Restricted funds	1,320,166
Endowment Funds	0
Unrestricted funds	1,249,152
<b>*Total Reserves (B):</b>	<b>2,569,318</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?  
11-20%

### Organisational changes

Describe any significant changes to your structure, financial position or core activities since the date of your most recent accounts: Community Links has entered into a strategic partnership to become part of the Catch 22 Group. We retain our own unique brand independence, management and board structure and budget whilst the partnership will allow Community Links to have a far bigger footprint and greater financial stability.

### Previous funding received

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

	<b>Year 3 £</b>	<b>Year 2 £</b>	<b>Most recent £</b>
City of London (except City Bridge Trust)	0	0	12,853
London Local Authorities	544,087	433,639	167,947
London Councils	0	0	0
Health Authorities	101,219	87,272	256,397
Central Government departments	1,277,433	156,839	664,134
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.

<b>Name of Funder</b>	<b>Year 3 £</b>	<b>Year 2 £</b>	<b>Most recent £</b>
BNY Mellon	131,172	108,878	118,692
Hadley Trust	0	77,000	95,000
Oak Foundation	92,896	0	89,663
Morgan Stanley	50,000	50,000	50,000
Henry Smith	0	49,000	49,000

### 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: **Jane Hutt**

Role within                      **Income Generation & Partnerships Manager**  
Organisation: