



## The City Bridge Trust Committee

**Date:** WEDNESDAY, 30 OCTOBER 2013  
**Time:** 1.45pm  
**Venue:** COMMITTEE ROOMS, WEST WING, GUILDHALL

**Members:** Deputy Billy Dove (Chairman)  
Jeremy Mayhew (Deputy Chairman)  
Deputy Ken Ayers  
Ray Catt  
Simon Duckworth  
Stuart Fraser  
Marianne Fredericks  
Alderman Alison Gowman  
Deputy Revd Stephen Haines  
Vivienne Littlechild  
Edward Lord  
Wendy Mead  
Alderman Matthew Richardson  
Ian Seaton  
The Rt Hon the Lord Mayor Alderman Roger Gifford (Ex-Officio Member)

**Enquiries:** Xanthe Couture  
tel. no.: 020 7332 3113  
[xanthe.couture@cityoflondon.gov.uk](mailto:xanthe.couture@cityoflondon.gov.uk)

**Lunch will be served in the Guildhall Club at 1pm**

**John Barradell  
Town Clerk and Chief Executive**

# AGENDA

## Part 1 - Public Agenda

1. **APOLOGIES**
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **MINUTES**  
To agree the minutes of the meeting held on 3 October 2013.  

**For Decision**  
(Pages 1 - 10)
4. **OUTSTANDING ITEMS**  
To receive a report of the Town Clerk.  

**For Information**  
(Pages 11 - 12)
5. **PROGRESS REPORT AND EVENTS**  
To receive a progress report of the Chief Grants Officer.  

**For Decision**  
(Pages 13 - 26)
6. **GRANT APPLICATIONS**  
To consider an introductory report of the Chief Grants Officer relative to grant recommendations.  

**For Decision**  
(Pages 27 - 34)
7. **GRANT RECOMMENDATIONS AND ASSESSMENTS**  
To consider the Chief Grants Officer's reports on grant recommendations, as follows:-  

**For Decision**  
(Pages 35 - 36)

  - a) Laburnum Boat Club - Recommended Grant £64,500  
(Pages 37 - 46)
  - b) St Laurence Church Catford - Recommended Grant £60,000  
(Pages 47 - 58)
  - c) Lauderdale House Society - Recommended Grant £50,000  
(Pages 59 - 70)
  - d) British Wheelchair Sports Foundation - Recommended Grant £71,000  
(Pages 71 - 82)
  - e) Trussell Trust - Recommended Grant £195,000  
(Pages 83 - 94)
  - f) ShareAction - Recommended Grant £117,000  
(Pages 95 - 106)



- g) SETPOINT London East - Recommended Grant £40,000  
(Pages 107 - 116)
- h) Choice in Hackney - Recommended Grant £71,800  
(Pages 117 - 128)
- i) Beyond Youth CIC - Recommended Grant £38,000  
(Pages 129 - 140)
- j) Institute of Fundraising - Recommended Grant £90,500  
(Pages 141 - 152)
- k) Richmond Upon Thames Council for Voluntary Service - Recommended Grant £131,600  
(Pages 153 - 164)
- l) The Kensington and Chelsea Foundation - Recommended Grant £114,000  
(Pages 165 - 176)

8. **STRATEGIC INITIATIVE - UK EVALUATION ROUNDTABLE**

To consider a report of the Chief Grants Officer.

**For Decision**  
(Pages 177 - 180)

9. **TO CONSIDER REPORTS OF THE CHIEF GRANTS OFFICER AS FOLLOWS:-**

- a) Grants Recommended for Rejection

**For Decision**  
(Pages 181 - 188)

- b) Withdrawn and Lapsed Applications

**For Information**  
(Pages 189 - 190)

- c) Variations to Grants

**For Information**  
(Pages 191 - 192)

- d) Grants Considered under Delegated Authority

**For Information**  
(Pages 193 - 194)

- e) Reports on Monitoring Visits

**For Information**  
(Pages 195 - 200)

10. **WEMBLEY NATIONAL STADIUM TRUST**

To receive a report of the Chief Grants Officer.

**For Information**  
(Pages 201 - 206)

11. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

12. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS TO BE URGENT**

13. **EXCLUSION OF THE PUBLIC**

MOTION – That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

**Part 2 - Non-Public Agenda**

14. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
15. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

## THE CITY BRIDGE TRUST COMMITTEE

**Thursday, 3 October 2013**

Minutes of the meeting of The City Bridge Trust Committee held at Guildhall, EC2 on  
Thursday, 3 October 2013 at 1.45pm

### **Present**

#### **Members:**

Deputy Billy Dove (Chairman)  
Jeremy Mayhew (Deputy Chairman)  
Deputy Ken Ayers  
Simon Duckworth  
Stuart Fraser  
Marianne Fredericks  
Alderman Alison Gowman  
Deputy the Revd Stephen Haines  
Vivienne Littlechild  
Edward Lord  
Wendy Mead  
Ian Seaton

#### **Officers:**

Xanthe Couture	- Town Clerk's Department
Steven Reynolds	- Chamberlain's Department
Jenna Rigley	- Chamberlain's Department
David Farnsworth	- The City Bridge Trust
Jenny Field	- The City Bridge Trust
Ciaran Rafferty	- The City Bridge Trust
Sandra Davidson	- The City Bridge Trust
Tim Wilson	- The City Bridge Trust
Jemma Grieve Combes	- The City Bridge Trust
Sandra Davidson	- The City Bridge Trust
Karisia Gichuke	- The City Bridge Trust
Susanna Lascelles	- Public Relations Office

#### **Also in attendance**

Representatives from the following organisations, whom the Chairman welcomed to the meeting were also present:

- Remark!
- Chickenshed Theatre
- Brent Community Transport
- National Trust
- Prince's Trust

1. **APOLOGIES**

Apologies for absence were received from Ray Catt.

2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**

Ian Seaton declared a non-pecuniary interest in respect of Item 8 due to being a Director of the Livery Companies Apprenticeship Scheme.

3. **MINUTES**

**RESOLVED** – That the public minutes and summary of the meeting held on 4 September 2013 be approved as a correct record.

4. **OUTSTANDING ITEMS**

The Committee received a report of the Town Clerk that identified items which required further action by officers.

5. **PROGRESS REPORT AND EVENTS**

The Committee considered the regular progress report and events update of the Chief Grants Officer that highlighted the launch of the new grants programmes, Investing in Londoners.

The Chief Grants Officer presented the new brochure to Members that outlined the Investing in Londoners grants programmes. He advised additional copies would be made available and Members were asked to distribute these in the course of their contact with interested parties.

The Chief Grants Officer would be conducting visits to recipients of City Bridge Trust (CBT) grants every Friday, which Members were welcome to attend. He confirmed quarterly monitoring visit schedules would also be distributed to Members.

It was noted that several Members were planning to attend a lunchtime presentation on the Investing in Londoners grants criteria, given by the Chairman and Chief Grants Officer on the 7<sup>th</sup> October. This event had arisen from discussion with the Assistant Town Clerk.

A Member noted that paragraphs 3.11 and 3.16 were for decision and in future it was agreed that matters for decision within the Chief Grants Officer's Progress Report would be reflected in the report recommendations.

Members discussed the recent Freedom of the City received by Sir Bob Geldof, and it was advised that City Bridge Trust had not been involved in the nomination process and therefore no public relations around the event referred to CBT. The Chairman remarked that Sir Bob Geldof had referred to the charitable work of the City and had previously been unaware of the work of CBT.

**RESOLVED** – That,

- a) applicants would be under no obligation to monetise their social return on investment but would require evidence of both of a commitment and

capacity to achieve and assess impact, as part of the continued focus of the grant assessment work done by officers at the pre-Committee stage.

## **6. GRANT APPLICATIONS**

The Committee considered a report of the Chief Grants Officer, which dealt with recommendations relating to applications received from the current grants programme. Members noted that a total of thirty-six applications would be dealt with at the meeting, twelve were recommended for approval, nineteen recommended for rejection, four had been withdrawn. One grant was noted as proposed for approval under delegated authority.

The Deputy Chairman noted that the report format discussed at the last meeting of the Committee would be implemented for reporting on the new grants programme.

**RESOLVED** – That,

- a) Members note the contents of the report; and
- b) the individual grant recommendations in relation to the applications set out in the summary schedule and other papers be considered.

## **7. GRANT RECOMMENDATIONS AND ASSESSMENTS**

The Committee considered a report of the Chief Grants Officer which recommended grants to various organisations.

Members considered each application and the following observations were noted:

Item 7.a) (Community Transport Brent) - A Member raised concern over the reserves policy which was equivalent to seventeen days' worth of current year expenditure, and an officer advised that the organisation was investing in fundraising capabilities and reserves were improving.

Item 7.b) (Newham Music Trust) - Members raised concern over the reserves policy and an officer replied that he had been in consultation with the Chamberlain's Department and was of the opinion that the organisation was now making progress in terms of its general financial management and sustainability.

Overall the funding level had been the same throughout 2010, 2011 and 2012 but delivered through different sources. The government's policy on creating music hubs was now being delivered through the Arts Council rather than through the London Borough of Newham, therefore Cabinet Office funding had increased substantially.

The Deputy Chairman remarked, and it was agreed, that in future if the grant request was within the remit of Local Authority statutory responsibility, it should be stated clearly in the assessment report. It was confirmed that this proposal did not fall within a statutory duty to provide.

Item 7.c) (Community Links Trust Ltd.) - Members and officers discussed that this was an excellent programme. There were concerns raised over the cost of generating funds (£1,039,274) to which officers replied that the figures had been assessed and were legitimate costs within the current SORP. In future, it was agreed that more explicit detail would be given in the cover notes of grant recommendation reports when costs of generating funds appeared high.

Item 7.f) (Chickenshed Theatre) – A Member remarked that they had previously attended a Chickenshed performance and had seen first-hand the excellent opportunities for children from all backgrounds, races and abilities to study and learn together.

Item 7.h) (Revolving Doors Agency) – A Member queried the significant difference between the existing and anticipated income of the organisation and the fluctuations in reserves given that the board aspired to, but did not currently hold, six months of unrestricted operating costs.

An officer advised that the fluctuations in finances were due to the fact that the organisation's budgeted income included only secured income. An updated forecast received just prior to the meeting substantially reduced the anticipated deficit thus leaving reserves closer to the aspired level.

Item 7.i) (Kingston Voluntary Action) – The Chairman noted that this organisation had received several grants, but that this particular project provided support across several boroughs.

The Chairman noted that a report was usually brought to the Committee at the end of the year which analysed grant spending by borough, in response to a query from the Deputy Chairman on how spending by borough related to the borough index of deprivation. The Deputy Chairman suggested that this report was very useful and might be brought to the Committee more frequently.

An officer advised that in this case, the application had been received from a consortium and that, in this instance, the grant may show a mismatch between need and application as it would benefit several London boroughs.

**a) Community Transport Brent - Recommended Grant £81,500**

£81,500 over three years (£38,000; £25,750; £17,750) towards the costs of a full-time Business Development Manager.

**b) Newham Music Trust - Recommended Grant £100,600**

£100,600 over three years (£38,500; £30,800; £31,300) for the salary of a f/t Project Leader and running costs of the Rhythmic project for children with hearing impairment.

**c) Community Links Trust Ltd - Recommended Grant £76,000**

£76,000 over two years (2 x £38,000) for the costs of a part-time (3dpw) Community Development Worker, associated ESOL programme costs and a contribution to core costs at 15%.

**d) Shane Project - Recommended Grant £24,000**

£24,00 over two years (£9,445;£14,555) towards the costs of a part-time Volunteer Coordinator (14hpw) and associated project costs to deliver and develop the Skills Based Volunteer Programme with young people from a range of different black and minority communities.

**e) Amnesty International (UK Section) Charitable Trust - Recommended Grant £115,000**

£115,000 over three years (£37,400;£38,300;£39,300) towards Amnesty International (UK Section) Charitable Trust's human rights education programme in schools across London.

**f) Chickenshed Theatre - Recommended Grant £38,100**

£38,100 over one year towards the staffing and production costs of a new inclusive performance that helps children and families in five London boroughs learn about and value different cultures.

**g) City and Hackney Mind - Recommended Grant £110,000**

£110,000 over two years (2 x £55,000) for the salary of a f/t Employment Co-ordinator plus running costs of the Transition to Employment project for young homeless people with mental health needs.

**h) Revolving Doors Agency - Recommended Grant £143,000**

£143,000 over three years (£62,800; £51,900; £28,300) towards a f/t Senior Service User Officer and the running costs of a project to develop and test an innovative and replicable approach to involving offenders with multiple complex needs including poor mental health in local commissioning processes.

**i) Housing for Women - Recommended Grant £90,000**

£90,000 over three years (£10,000; £40,000; £40,000) towards the salaries for four core posts (a project manager, and two support workers, and a volunteer co-ordinator, plus general running costs of the Re-United South London project reuniting mothers on release from prison with their children.

**j) Prince's Trust - Recommended Grant £97,600**

£97,600 over three years (£31,600; £32,500; £33,500) towards the costs of the Prince's Trust's London care leavers' project; this comprises the amount

requested, less the sum included for depreciation in the original application budget.

**k) Remark! - Recommended Grant £71,600**

£71,600 (£35,600; £36,000) over two years towards the salary costs of a Senior Youth Liaison Officer and a Youth Liaison Officer (both 14hrs/week) and running costs of workshop and advocacy support to help deaf young people make a positive transition to adulthood contingent on funds being raised to make the project viable in years one and two and on City Bridge Trust not being the single largest funder in any one year.

**l) Kingston Voluntary Action - Recommended Grant £195,000**

£195,000 over three years (3 x £65,000) towards Superhighways, an ICT project supporting voluntary and community organisation in six boroughs in South London.

**8. AMENDMENTS TO INVESTING IN LONDONERS CRITERIA**

The Committee considered a report of the Chief Grants Officer which requested that Members approve two amendments to the funding criteria for the Trust's new Investing in Londoners programmes; and that Members approve the opening of two of the funding strands at a later date, in October 2013, to allow for promotional, partnership events.

An officer clarified the first recommendation contained within the report and advised Members that the Trust would not bring grants forward for approval that required more than 50% of an organisation's total revenue income.

**RESOLVED – That,**

- a) the criterion be removed whereby organisations with a turnover of £10m or more could apply only for a maximum of 50% of the project costs, thereby considering all applications on an equal basis;
- b) organisations with branches and/or running discrete activities in different parts of London be allowed to apply for/hold up to a maximum of three grants; and
- c) the formal opening of your Quality Standards in Youth Work and your Arts Apprenticeships programmes be deferred until late October 2013 to enable promotional, partnership, events.

**9. MONITORING AND EVALUATION INVESTING IN LONDONERS 2013-18**

The Committee considered a report of the Chief Grants Officer which recommended how Members would monitor the Investing in Londoners' programmes and strengthen grant-holder compliance, funding effectiveness, and learning.

**RESOLVED –That**



- a) all Investing in Londoners' applicants be required to submit a monitoring framework when they request funding from the Trust;
- b) officers be asked to provide sample monitoring frameworks and guidance notes for applicants on the Trust's website;
- c) where appropriate, funding be made conditional on an organisation receiving capacity-building support with their monitoring and evaluation work;
- d) officers be asked to provide details of organisations providing monitoring and evaluation capacity-building services on the Trust's website;
- e) current programme of 70 Monitoring Visits for 2013-14 (which will include a proportion of additional verification checks in line with the recommendations of Internal Audit) be maintained but then discontinue this from 2014-15 onwards and in its place introduce:
  - i. a new programme of 40 Project Visits to see Trust-funded work in action and to meet beneficiaries;
  - ii. a new programme of 70 Compliance Monitoring Visits;
- f) officers be asked to commission two independent programmatic evaluations to undertake in-depth reviews of what works and how your programmes might evolve;
- g) officers be asked to continue the Trust's programme of 25 Unannounced Visits each year;
- h) officers be asked to undertake post-holder spot-checks for 25% of grants made to organisations for posts of 17 hours per week or more; and
- i) officers be required to report monitoring and evaluation work and issues arising through your Committee meetings.

**10. TO CONSIDER REPORTS OF THE CHIEF GRANTS OFFICER AS FOLLOWS:-**

**a) Grants Recommended for Rejection**

The Committee considered a report of the Chief Grants Officer which recommended that 19 grant applications from the Working with Londoners programme be rejected for the reason identified in the schedule attached to the report.

In response to a query from a Member on why certain grants objectives and aims may not sufficiently address CBT grant programme aims and outcomes, the Chairman and officers advised that organisations were assessed on a case by case basis, may be encouraged to re-apply at a later date, and with full and

detailed reasons not necessarily given due to the nature of the report being public.

A Member queried what the timeline was for grant applicants to receive notice of rejection and if they could receive feedback from the relevant grants officer. Officers advised that unsuccessful applicants were advised as such in writing as soon as possible, allowing for such decisions to be approved by Committee. The letter outlined the application's rejection, while further details could be obtained, if they wished, by contacting the Trust.

**RESOLVED** – That, the grant applications, detailed in the schedule attached to the report, be rejected.

**b) Grants considered under Delegated Authority**

The Committee received a report of the Chief Grants Officer which advised Members of the following one grant, totalling £19,995 which had been presented for approval under delegated authority to the Chief Grants Officer in consultation with the Chairman and Deputy Chairman.

**c) Withdrawn and Lapsed Applications**

The Committee received a report of the Chief Grants Officer which provided details of four applications which had been withdrawn.

The Chairman noted the correction to Lift (London International Festival of Theatre), which would be ineligible to apply until October 2013.

**d) Variations to Grants**

The Committee received a report of the Chief Grants Officer which advised Members of a variation to two grants agreed since the last meeting of the Committee.

**e) Reports on Monitoring Visits**

The Committee received a report of the Chief Grants Officer relative to two visits that had been undertaken.

**11. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

There were no questions.

**12. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS TO BE URGENT**

There were no urgent items.

13. **EXCLUSION OF THE PUBLIC**

RESOLVED – That under section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part 1 of the Schedule 12a of the Local Government Act.

<u>Item No.</u>	<u>Exempt Paragraphs</u>
14	3

14. **NON-PUBLIC MINUTES**

The non-public minutes of the meeting held on 4 September 2013 were considered.

15. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

There were no questions.

16. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

There were no items of urgent business.

**The meeting ended at 2.25pm**

-----  
Chairman

**Contact Officer: Xanthe Couture**  
**tel. no.: 020 7332 3113**  
**xanthe.couture@cityoflondon.gov.uk**

This page is intentionally left blank

Item	Action	Officer responsible	Progress by
<b>4 September 2013</b>			
<b>Grant Recommendations Introductory Report format</b>	Review the structure of the report so that information more clearly presented.	Chief Grants Officer	January 2014 to coincide with Investing in Londoners recommendations.
<b>9 May 2013</b>			
<b>Islington Giving Evaluation</b>	Present desirability of feasibility study to replicate Islington Giving Cripplegate Foundation partnership model with other London boroughs.	Chief Grants Officer	28 November 2013
<b>18 April 2013</b>			
<b>City Bridge Trust Business Plan 2013-16</b>	Update on the meaning of 'Independence' (as per the mission statement at section 1c of the business plan) in connection to the Trust's relationship with the City Corporation.	Chief Grants Officer	28 November 2013
<b>Outstanding Financial Conditions: CBT Committee – 4 September 2013</b>			
<b>Castlehaven Community Association</b>	Grant conditional on securing full match funding.	Chief Grants Officer/Chamberlain	Information requested
<b>Outstanding Financial Conditions: CBT Committee – 4 July 2013</b>			
<b>Mousetrap Theatre Productions</b>	Grant subject to receipt of satisfactory budget for 2013/14.	Chief Grants Officer/Chamberlain	Information requested
<b>Young People Matter</b>	Grant subject to receipt of satisfactory budget for 2013/14	Chief Grants Officer/Chamberlain	Information requested
<b>Dulwich Helpline &amp; Southwark Churches Care</b>	Grant subject to receipt of satisfactory audited accounts for the first year of the newly merged charity to 31 <sup>st</sup> March 2013.	Chief Grants Officer/Chamberlain	Information requested

This page is intentionally left blank

<b>Committee:</b>	<b>Date:</b>
The City Bridge Trust	30 <sup>th</sup> October 2013
<b>Subject:</b>	<b>Public</b>
Progress Report	
<b>Report of:</b>	<b>For Decision</b>
Chief Grants Officer	
<p style="text-align: center;"><b><u>Summary</u></b></p> <p>This is a regular Progress Report by the Chief Grants Officer.</p> <p><b>Recommendations</b> – That:</p> <ul style="list-style-type: none"> <li>i. you receive this report and note its contents;</li> <li>ii. you agree to amend the target deadline against KPI 1 of the Business Plan to the end of January 2014.</li> </ul>	

## **Main Report**

### **1.0 New Grants Programmes –Investing in Londoners**

- 1.1 Your new 'Investing in Londoners' grants programmes successfully launched in the last week of September. Happily, the switch to wholly on-line applications has gone without a hitch and six applications have been received to date.
- 1.2 The communications strategy which has been developed to promote 'Investing in Londoners' is operational: electronic dissemination of the new criteria has taken place through voluntary, community, and statutory sector networks; letters are being sent to all London MPs and borough leaders; a series of presentations have begun which to date have included your Chief Grants Officer presenting to the East London Community and Voluntary Services' Directors' Network Forum; the Institute of Fundraising conference; and to a City of London Corporation Members lunch.
- 1.3 It is unlikely that applications under the new grants programmes will reach Committee stage before the January 2014 Committee meeting. It is also anticipated that the January 2014 meeting will be the last meeting at which you consider any applications under your previous grants programmes, 'Working with Londoners'.

## **2.0 Business Plan Update**

- 2.1 In April 2013, you agreed the City Bridge Trust Business Plan for 2013 – 2016. This contained eight Key Performance Indicators (KPIs) across eight objectives. A table summarising the progress made against the KPIs you agreed is appended at Appendix A.
- 2.2 You will note that each KPI is designated a 'traffic light' status. Six out of the eight KPIs are currently showing a 'green' status, that is 'the project will be delivered on budget, time, and to the agreed specification'. KPI 1 was status 'red' in that it proved impossible to complete all assessments of applications under the former grants programme by this month. The original estimate was over-optimistic and did not reflect the flurry of last minute applications received prior to the grants round being closed. **It is recommended that you agree to amend the target deadline against this KPI to the end of January 2014.** Against this amended target, the status can then revert to 'green'.
- 2.3 Business planning across the Corporation for 2014/15 begins at the end of this month and the existing objectives and KPIs will be reviewed in the last quarter of this year. The City Bridge Trust annual staff Away Days will take place on 6<sup>th</sup> and 7<sup>th</sup> November to inform the review.
- 2.4 The resource requirements to deliver the Business Plan will also be considered. Early analysis suggests that there will be a need to increase the team's capacity to handle a growing Social Investment portfolio and flow of applications (you will recall that it is the responsibility of the City Bridge Trust to run the Social Investment Fund on behalf of the Corporation).

## **3.0 Human Resources**

- 3.1 One of your City Bridge Trust administrative officers, Rebecca Jacobi, has secured an excellent new position at the London School of Economics in Events Management, her chosen career, and will be leaving us at the end of this month. We are delighted for her, but will miss her: she has made an excellent contribution to the team, in particular in assisting with the delivery of the Wembley National Stadium Trust contract (please see the separate paper updating you on this), and administering the grants on your Growing Localities programmes. We would like to register our thanks and wish her well.



- 3.2 We will be looking to recruit a replacement to this post and are in discussion with the HR department to progress this.

## **2.0 The Clink Charity**

- 2.1 The Clink Charity, which you have supported since last October with a grant of £120,000 over three years, have written to thank you for your support and to update you that they have confirmed plans for a third Clink training restaurant. HMP Brixton and The Clink Charity has been granted planning permission to proceed with transforming the old Governor's house that has been used recently as administration offices within the grounds of the prison; into a three-storey restaurant and meetings venue. The venue is due to open in early 2014.
- 2.2 The restaurant will follow The Clink's Five Step Programme that has been successfully implemented at the award winning and successful Clink restaurant at HMP High Down in Surrey, educating prisoners and equipping them with the skills and tools to secure employment upon their release.

## **3.0 Media Work**

### **3.1 City Philanthropy – A Wealth of Opportunity**

Much of the focus of the work of your City Philanthropy Manager, Cheryl Chapman and the media agency, Champollion, has been on the forthcoming City Philanthropy Exhibition which is due to open at Charterhouse on 29<sup>th</sup> October.

- 3.2 Interest has been shown by a number of press, radio and television outlets and officers are confident that good media coverage will be secured. We will report further on this at your November committee meeting.
- 3.3 Complementing the traditional media coverage, a social media communications plan has also been developed to include web-based, mixed media 'story-boards' following the opening, and content for the twitter feeds of the various partners. A number of bloggers have also committed to promoting the exhibition.

### **3.4 Growing Localities and London Parklife**

Following the re-launch last month of London Parklife, the interactive website mapping London's green spaces ([www.parklifelondon.org](http://www.parklifelondon.org)), Champollion has continued to encourage online media coverage, including influential bloggers and tweeters. Coverage has been secured on Timeout's 'Now.This.Here' blog, on 'the Londonist' and on 'Jane's London', for example. Since the re-launch there have been postings on

four Facebook pages, eleven different tweeters which reach thousands of Twitter accounts and five blog posts.

### **3.5 Get Young People Working – the Youth Offer**

The Public Relations Office has continued to work on press releases with the 32 local authorities to get coverage at the local level. A verbal update will be provided to you at the meeting.

## **4.0 Association of Charitable Foundations Annual Conference**

- 4.1 Several members of the City Bridge Trust staff team attended the Association of Charitable Foundation's Annual Conference on 8<sup>th</sup> October 2013 on the theme of 'Fulfilling our promise? The value of foundations in a changing world'. The Conference aimed to explore the broader contribution that foundations make to society and their role in delivering public benefit. With over three hundred delegates from trusts and foundations across the UK, it was a valuable networking and learning opportunity.

## **5.0 Social Investment**

- 5.1 A social investment seeks to achieve financial and social returns. It is different to the majority of mainstream investments because the creation of social benefit is central to its design. It is different to grant-making because it has the potential to repay the investment together with a surplus. Social investment offers a means to recycle money in order to create more social benefit over time.
- 5.2 It is, however, a nascent market and to support its development the City of London Corporation has adopted a Social Investment Strategy which aims to position London as a recognised global hub for social investment. It seeks to achieve this goal by:
- growing the supply of suitable finance available for social organisations;
  - improving the policy, regulatory, and fiscal framework needed to support the social investment marketplace; and,
  - developing the social investment pipeline through a range of activities including product innovation and capacity building programmes.
- 5.3 You support the achievement of this strategy by co-funding (together with Policy & Resources Committee) the Corporation's Social Investment Advisor and through your officers' work to manage the Corporation's £20m Social Investment Fund which is drawn from Bridge House Estates capital.

- 5.4 At your meeting today you will hear a short presentation on the Corporation's social investment policy work and its Fund. You will also have the opportunity to see a short film illustrating what social investment finance can be used for.

**Recommendations** – That:

- i. you receive this report and note its contents;
- ii. you agree to amend the target deadline against KPI 1 of the Business Plan to the end of January 2014.

David Farnsworth, Chief Grants Officer  
020 7332 3713

[david.farnsworth@cityoflondon.gov.uk](mailto:david.farnsworth@cityoflondon.gov.uk)

Report written: 16<sup>th</sup> October 2013

This page is intentionally left blank

KPI	Description	Date/Target	Progress	Status
<b>Objective 1 - Grant Making - to agree, implement and promote our new grants programmes</b>				
1	Conclude assessment of all applications received on Working with Londoners	Oct-13	This target will not be completed by October 2013. Notice of the closure of the Working with Londoners programmes was given on 21st June 2013, with a final submission deadline of 5th July 2013 for those already working on applications. 71 applications were received in the period 1st - 5th July 2013. Officers are currently assessing these, together with applications received earlier in the year. At the time of writing this, 80 applications remain pending. Several of these will be considered at today's meeting and it is anticipated that most of the remainder will be brought to your November 2013 meeting. However, where further information has been requested before an application can be brought to your Committee, some applications may need to be brought to your January 2014 meeting.	R
2	Launch new Grants Programmes	Target - to launch between August and October 2013	The new Investing in Londoners programmes were 'soft-launched' on 26th September 2013. The new priorities also include several closed programmes and partnership initiatives to be rolled out over the next five years; and separate announcements will be made as these are launched.	A
<b>Objective 2 - Monitoring and Evaluation - to continue the development and implementation of our monitoring and evaluation systems</b>				
3	Maintain a high level of satisfaction from grant recipients.	Target - 95% satisfaction rating (ie good/very good).	On a random sample of recently received monitoring and evaluation reports, 82% rated their dealings with the Trust as 'very good'; and 16% as 'good' - giving an overall satisfaction rating of 98%. The annual programme of 70 monitoring visits is due to take place between November 2013 and March 2014. In addition, several Members of the Committee have identified organisations they wish to visit and these visits are in the process of being arranged. Unannounced visits are due to be made to 25 organisations before 31st March 2014. Following the Quinquennial Review, you agreed new monitoring and evaluation policies for your Investing in Londoners programmes. These will be implemented in 2014.	G
<b>Objective 3 - Strategic Initiatives - to progress a programme of strategic and special initiatives</b>				
4	Milestones for Growing Localities and Wembley National Stadium Trust (WNST) achieved.	Target - Eight promotional films to be made with Growing Localities grantees in partnership with the Media Trust, over the summer of 2013. Decisions on the London-wide WNST grants to be made in June 2013. Two LB Brent grants rounds to be completed during 2013/14.	<b>Growing Localities:</b> Eight films were completed by September 2013. In addition, a Media Trust film, featuring your Growing Localities grantees and narrated by Blue Peter presenter, Chris Collins, was broadcast on the Community Channel on 26th and 28th May 2013, . <b>Wembley National Stadium Trust:</b> Two grants rounds have been completed; one London-wide and the other for groups in Brent. The next round of grants for Brent is due to launch in the Winter of 2013.	G
<b>Objective 4 - Learning and Sharing - to develop and implement a range of activities to share our knowledge and learning</b>				

2	Launch of new grants programmes	Target - Major launch event to promote new programmes	The 2013/2014 Sharing Learning and Knowledge Strategy was approved at the September Committee meeting. This included plans for promoting the new Investing in Londoners programmes. Rather than holding one event, it was agreed that three smaller seminars would be held to enable the Trust to target specific audiences.	As per KPI 2 above
---	---------------------------------	---	--	--------------------

Objective 5 - Corporate Philanthropy - to implement the CoL's Strategy on Philanthropy through a programme of activities under the "City Philanthropy - A Wealth of Opportunity" banner				
5	Develop the 'City Philanthropy - a Wealth of Opportunity' website and other related activities.	Target - 1 headline article per month; 2 City Funding Network events held; 15 'Young Philanthropy' syndicates established by March 2014; 1 Beacon Fellowship Award for City Philanthropy event.	The website remains an essential and central hub for the various projects that are being undertaken under the 'City Philanthropy' banner. Three in-depth articles have been published on City Philanthropy so far during 2013/14, in the Evening Standard and the magazines City Wealth and Tempus, as well as a letter from your City Philanthropy Manager in the Evening Standard. Developing a communications strategy to accompany the forthcoming City Philanthropy exhibition has been the main focus for much of the year, in conjunction with your media agency, Champollion. The City Funding Network held its first event for 2013/14 in April 2013 at Charterhouse, where £23,000 was raised for 3 charities in just 11 minutes. Young Philanthropy has established 18 syndicates within City firms which will invest approximately £108,000 during the year in a range of projects. A further 26 syndicates are due to launch in 2013 which will invest approximately £156,000. Officers are due to meet with UK Community Foundations, which runs the Beacon Fellowship awards in the Autumn, where options for an event will be explored. The City Philanthropy Exhibition will open at Charterhouse on 29th October 2013, for a month. A book on City Philanthropy will be launched at the opening event and a series of events will follow at Charterhouse, to complement the Exhibition.	G
Objective 6 - Social Investment Strategy - to further the development and implementation of our approach to social investment and social financing of the third sector				
6	Develop and implement procedures for social investment analysis.	Target - Autumn 2013	The Court of Common Council approved criteria for social investment at its October 2012 meeting. Further criteria were agreed by the Social Investment Board at its meetings in December 2012 and April 2013. Given that social investment is a relatively new discipline, the investment criteria are likely to develop over time and they are subject to regular review by the Social Investment Board. Five investments totalling £2.1m have been approved to date, of which three (£1.3m), were made during the period April to September 2013.	G
Objective 7 - Communications and Media - to maintain an active Communications Strategy for the Trust and its relation to the broader City Corporation promotion of its charitable activities				
7	Publish articles of strategic importance to the Trust in relevant media outlets.	None set	Officers have continued to work closely with the Public Relations Office and Champollion in order to promote the Trust's work. As well as media work on City Philanthropy, there has been considerable coverage of some of the work funded on your Growing Localities and Working with Londoners programmes, with sixteen releases reaching several outlets (one release is often picked up by several local papers).	G
Objective 8 - Performance and Corporate Management - to continually develop staff performance and our contribution towards wider City Corporation aims and objectives				
8	Ensure all staff appraisals completed to time.	Target - 100%	All CBT staff are in the midst of having mid-year appraisals against learning objectives set at the start of the year and are on schedule to complete by the beginning of November.	G

R (ed)	- Off target with unresolved issues
A (amber)	- Off track but with actions in hand to improve
G (green)	- On track/to plan



## Status Definitions

The project/activity will not be completed within the agreed budget, timescale or specification and a decision will be required on how to proceed
The project/activity is in danger of not being completed within the agreed budget, timetable or specification but action is being taken to ensure that the project will be delivered within agreed limits
The project/activity will be delivered on budget, time and to the agreed specification

This page is intentionally left blank



## THE CITY BRIDGE TRUST

### Professional Development Events, Conferences and Seminars Attended 18<sup>th</sup> September to 15<sup>th</sup> October 2013

Date	Organisation	Type of Event	City of London's Representative	Location/ Borough	Summary Comments
25/09/13	Association of Charitable Foundations (ACF)	Meeting	Tim Wilson, Principal Grants Officer and Karisia Gichuke, Senior Grants Officer	Euston	A regular board meeting of the ACF (two of your officers are trustees).
08/10/13	National Council for Voluntary Organisations (NCVO)	Lecture & discussion for funders and charities	Karisia Gichuke, Senior Grants Officer	NCVO, King's Cross	A presentation by University of Berkeley cognitive linguist George Lakoff, on the significance of language in social change
08/10/13	Association of Charitable Foundations	Conference	Several Trust officers	British Medical Association	Annual conference of the Association of Charitable Foundations
24/09/13	Ariadne Funders' Network	Grant-skills day	Karisia Gichuke, Senior Grants Officer	The Exchange, London Bridge	Grants skills workshop for funders
25/09/13	East London Centre for Voluntary Services (CVS)	Speaking engagement	Chief Grants Officer	East London	The Chief Grants Officer spoke to a Network Forum of Directors about CBT's new grants programmes.
25/09/13	CoL Contact Centre	Training	Ciaran Rafferty, Principal Grants Officer	CoL	Informal training of the Contact Centre staff on your new Investing in Londoners programme
26/09/13	Woburn Place Collaborative	Meeting	Chief Grants Officer	Newcastle-on-Tyne	A regular meeting of funders, to share learning; held at Northern Rock, Newcastle-on-Tyne, on this occasion.

26/09/13	London Funders	Conference	Ciaran Rafferty, Principal Grants Officer	City Hall	Your officer chaired a well-attended conference on the value of funding good quality youth work. Speakers represented London Youth, the GLA's Project Oracle, and BBC Children in Need
10 – 11/10/13	Global Impact Investors Network	Conference	Chief Grants Officer and Tim Wilson, Principal Grants Officer	Guildhall	A well-attended international conference involving institutional investors (including charitable trusts and foundations) with an interest in social investment. Your Principal Grants Officer took part in a panel discussion on ways grant-funding and investment could be mutually reinforcing.
03/10/13	Creative & Cultural Skills	Meeting	Ciaran Rafferty, Principal Grants Officer; Julia Mirkin, Grants Officer	Backstage Centre, Purfleet	A very useful meeting with the organisation managing the Arts Council's £15m programme to support apprenticeships.
10/10/13	Association of Charitable Foundations	Violence against Women Issue Based Network	Julia Mirkin, Grants Officer	London, WC1	A presentation was given about peer-to-peer violence amongst young people by Carlene Firmin from the MsUnderstood Project.

**General Events and Receptions**  
**Attended 18<sup>th</sup> September to 15<sup>th</sup> October 2013**

<b>Date</b>	<b>Organisation</b>	<b>Type of Event</b>	<b>City of London's Representative</b>	<b>Location/ Borough</b>	<b>Summary Comments</b>
19/09/13	St Mungo's	Dinner	Karisia Gichuke, Senior Grants Officer	London Bridge	Dinner as part of Urban Food Fortnight in partnership with five organisations working in Melior Street Garden
19/09/13	Young Foundation and Calouste Gulbenkian Foundation	Dinner	Chief Grants Officer	Hoxton Square	A dinner with other funders to share early thinking following the Young Foundation's review of its strategic direction and to seek the advice and views of its key stakeholders.

01/10/13	3 Faiths Foundation, Berwin Leighton Paisner	Roundtable	Karisia Gichuke, Senior Grants Officer	Berwin Leighton Paisner	Discussion on religion and philanthropy
02/10/13	Stroke Association	Opera	Chairman; Karisia Gichuke, Senior Grants Officer	Drapers' Hall	Performance and reception for Stroke Association donors and supporters
08/10/13	NSPCC	Dinner	Chairman; Chief Grants Officer	Houses of Parliament, Westminster	A dinner hosted by the Speaker, to celebrate the work of the NSPCC and to consider the on-going need for its work.
10/10/13	Environmental Funders' Network meeting	Presentation	Karisia Gichuke, Senior Grants Officer	Calouste Gulbenkian Foundation, Hoxton	Presentation from 38 Degrees online campaigning group and funder discussion
10/10/13	Anchor House	Reception	Marianne Fredericks; Chief Grants Officer	House of Commons	A reception to mark World Homeless Day.
26/10/13	Missing People	Open Evening	Chief Grants Officer	London SW14	Showcasing the work of this excellent organisation which you support, in particular their national helpline.

This page is intentionally left blank

<b>Committee:</b>	<b>Date:</b>
City Bridge Trust	30 <sup>th</sup> October 2013
<b>Subject:</b>	<b>Public</b>
Grant Recommendations - Introductory Paper	
<b>Report of:</b>	<b>For Decision</b>
Chief Grants Officer	
Ward (if appropriate): N/A	
<p style="text-align: center;"><b><u>Summary</u></b></p> <p>This report deals with recommendations relating to applications received on your Working with Londoners grants programmes. A total of 35 applications will be dealt with at this meeting. Of these 1 is a strategic initiative, 12 are recommended for a grant, 16 are recommended for rejection, 1 has been lapsed, and 2 have been withdrawn. 3 grants are noted as approved or awaiting approval under delegated authority. The total recommended sum for this meeting is £1,102,160.</p> <p style="text-align: center;"><b><u>Recommendations</u></b></p> <p><b>That you:</b></p> <ul style="list-style-type: none"><li>a) note the contents of the report</li><li>b) consider the individual grant recommendations in relation to the applications set out in the summary schedule and other papers</li></ul>	

## **Main Report**

### **1.0 Introduction**

- 1.1 This paper summarises the action taken on grant applications received, and tracks spend on your grant making at each Committee meeting for the current financial year. Sections 2 to 4 deal with your Working with Londoners programmes including applications, Strategic Initiatives and revocations/writebacks. This programme closed to new applications on 5<sup>th</sup> July 2013 following the completion of your Quinquennial Review. A summary of overall spend against your current year grants budget is provided at the end of this report.

- 1.2 Your policy guidance is available on the intranet in a document entitled "Members' Handbook". It includes the priorities and exclusions that were ratified for the Trust by the Court of Common Council, in April 2008.

## 2.0 Working with Londoners

- 2.1 In the period 1<sup>st</sup> October 2012 to 31<sup>st</sup> December 2012, 105 applications were received. Of these, 1 application remains pending.
- 2.2 In the period 1<sup>st</sup> January 2013 to 31<sup>st</sup> March 2013, 106 applications were received. Of these, 2 are recommended for a grant today, 3 are recommended for rejection and 1 has been withdrawn, leaving 2 pending.

**Table 1: Applications received 1<sup>st</sup> January – 31<sup>st</sup> March 2013**

	Committee Date								Total
	Feb 13	Apr 13	May 13	Jun 13	Jul 13	Sep 13	Oct 03/13	Oct 30/13	
<b>Strategic Initiatives</b>	1								<b>1</b>
<b>Grants / Recs</b>	1	2	5	7	9	5	3	2	<b>34</b>
<b>Delegated Gr</b>		4	1		1	1			<b>7</b>
<b>Rejs/Recs</b>		13	11	17	4	1		3	<b>49</b>
<b>Withdrawn</b>		3			4	2		1	<b>10</b>
<b>Lapsed</b>						3			<b>3</b>
<b>Pending</b>	N/A	N/A	N/A	N/A	N/A	N/A	N/A	2	<b>2</b>
<b>TOTAL</b>	<b>2</b>	<b>22</b>	<b>17</b>	<b>24</b>	<b>18</b>	<b>12</b>	<b>3</b>	<b>8</b>	<b>106</b>

- 2.3 In the period 1<sup>st</sup> April 2013 to 30<sup>th</sup> June 2013, 103 applications were received. Of these, 7 are recommended for a grant today, 1 is recommended for rejection, 1 has been withdrawn and 3 have been recommended for a grant under delegated authority leaving 9 pending.

**Table 2: Applications received 1<sup>st</sup> April 2013 to 30<sup>th</sup> June 2013**

	Committee Date							Total
	Apr 13	May 13	Jun 13	Jul 13	Sep 13	Oct 03/13	Oct 30/13	
<b>Strategic Initiatives</b>	1		3	1				<b>5</b>
<b>Grants / Recs</b>				2	4	8	7	<b>21</b>
<b>Delegated Gr</b>			2	3	5	1	3	<b>14</b>
<b>Rejs/Recs</b>				7	29	8	1	<b>45</b>
<b>Withdrawn</b>				1	5	1	1	<b>8</b>
<b>Lapsed</b>					1			<b>1</b>
<b>Pending</b>	N/A	N/A	N/A	N/A	N/A	N/A	9	<b>9</b>
<b>TOTAL</b>	<b>1</b>	<b>0</b>	<b>5</b>	<b>14</b>	<b>44</b>	<b>18</b>	<b>21</b>	<b>103</b>

2.4 In the period 1<sup>st</sup> to 5<sup>th</sup> July 2013, when your Working with Londoners grants programmes closed to new applications, 71 applications were received. Of these, 3 are recommended for a grant today, 12 are recommended for rejection and 1 has been lapsed, leaving 35 pending.

**Table 3: Applications received 1<sup>st</sup> July 2013 to 30<sup>th</sup> September 2013**

	Committee Date			Total
	Sep 13	Oct 03/13	Oct 30/13	
<b>Strategic Initiatives</b>	2			<b>2</b>
<b>Grants / Recs</b>		1	3	<b>4</b>
<b>Delegated Gr</b>				<b>0</b>
<b>Rejs/Recs</b>	2	11	12	<b>25</b>
<b>Withdrawn</b>	1	3		<b>4</b>
<b>Lapsed</b>			1	<b>1</b>
<b>Pending</b>	N/A	N/A	35	<b>35</b>
<b>TOTAL</b>	<b>5</b>	<b>15</b>	<b>51</b>	<b>71</b>

### 3.0 Strategic Initiatives

3.1 There is one Strategic Initiative to be considered today. For your information Table 4 shows 7 strategic initiatives agreed at your previous meetings this year.

**Table 4: Strategic Initiatives 2013/14**

<b>Strategic Initiatives</b>	<b>Committee date</b>	<b>£</b>
<b><i>For this meeting:</i></b>		
UK Evaluation timetable	30/10/2013	5,000
<b><i>Agreed in this financial year to date:</i></b>		
Access and Sustainability Advisory Service	18/04/2013	192,900
City Philanthropy Book	06/06/2013	15,000
City Gateway - Ladder for London	06/06/2013	84,230
Lord Mayor's Show	06/06/2013	29,227
City Bridge Trust	04/07/2013	6,000
Learning and Sharing Strategy 2013/14	04/09/2013	175,000
Practical Guide for Charity Chairs	04/09/2013	8,200
	<b>Total</b>	<b>£515,557</b>
<i>Sum available (5% of total Working with Londoners budget)</i>		<i>747,500</i>
<i>Balance remaining</i>		<i>231,943</i>

#### **4.0 Working with Londoners summary**

- 4.1 From Table 5 you will see that a total of 35 Working with Londoners applications will be dealt with at this meeting. The total recommended sum is £1,099,160.

**Table 5: Applications at this meeting – Summary by number and amount (£)**

<b>Grants by number</b>	<b>Number</b>
Strategic Initiatives	1
Working with Londoners grants recommended	12
Working with Londoners grants delegated authority	3
Working with Londoners grants rejections recommended	16
Working with Londoners grants withdrawn	2
Working with Londoners grants lapsed	1
<b>Total applications</b>	<b>35</b>
<b>Grants by amount</b>	<b>£</b>
Working with Londoners grants recommended today	1,043,400
Working with Londoners <£5k approved by delegated authority	0
Working with Londoners <£25k recommended by delegated authority	53,760
Working with Londoners strategic initiatives	5,000
<b>Total recommendation amount</b>	<b>£1,102,160</b>

- 4.2 From Table 6 you will see the relative distribution of grants this financial year, across your programme areas.



**Table 6: Grants in 2013-14 – by Programme**

<b>Programme Area</b>	<b>Year to date</b>	<b>This meeting</b>	<b>Total</b>
<b><i>Working with Londoners</i></b>	£	£	£
Accessible London	862,622	275,260	1,137,882
Bridging Communities	967,565	195,000	1,162,565
Improving Mental Health	765,550	24,000	789,550
London's Environment	396,070	157,000	553,070
Older Londoners	1,106,855	0	1,106,855
Positive Transitions	1,323,350	109,800	1,433,150
Strengthening Third Sector	839,400	336,100	1,175,500
Exceptional Grants	80,000	0	80,000
Strategic Initiatives	510,557	5,000	515,557
Greening the third sector (eco-audits)	14,105	0	14,105
<b>Total Working with Londoners including strategic initiatives</b>	<b>£6,866,074</b>	<b>£1,102,160</b>	<b>£7,968,234</b>

## 5.0 Working with Londoners write-backs and revocations

- 5.1 Table 7 lists Working with Londoners write-backs and revocations approved under delegated authority for this meeting and during the year since 1<sup>st</sup> April 2013 for your information. There is one new write-back to be reported at today's meeting (see Variation Report elsewhere in your papers for this meeting).

**Table 7: Working with Londoners Write-backs and Revocations 2013/14**

<b>Organisation</b>	<b>£</b>
<b><i>For this meeting:</i></b>	
<i>Ackee Housing Project</i>	89,000
<b><i>Previously reported:</i></b>	
Action for Advocacy	24,000
Barnet Law Service	800
Westminster Society for People with Learning Disabilities	7,500
Dovetail Community Centre Project	12,000
Kainos Community	5,250
City Bridge Trust (The Lord Mayors Show)	4,160
<b>Total:</b>	<b>142,710</b>

## **6.0 Summary of Spend 2013-14**

- 6.1 Table 8 (at the end of this paper) summarises the original grants budget for 2013-14, including £2,892,000 carry forward from 2012/13 approved by the Resource Allocation sub Committee in July 2013. This table also shows the implications of Strategic Initiatives of £5,000 approved to date; write-backs of £142,710 to date; and today's grant recommendations of £1,097,160 under Working with Londoners - made up of £1,043,400 (main programmes) and £53,760 (grants approved under delegated authority).
- 6.2 A sum of £10,016,476 remains unspent on your Working with Londoners grants budget for 2013/4 with 4 meetings remaining.

### **Recommendations:**

#### **That you**

- a) note the contents of the report.
- b) consider the individual grant recommendations in relation to the applications set out in the summary schedule and other papers.

**Contact: Jemma Grieve Combes**

**Grants Officer - 020 7332 3174**

[jemma.grievecombes@cityoflondon.gov.uk](mailto:jemma.grievecombes@cityoflondon.gov.uk)

*Report written: 16.10.13*

**Table 8: Grants budget 2013/14**

	Working with Londoners			
	£	£	£	£
<b>Original Grants Budget for 2013/14</b>				<b>14,950,000</b>
<b>Carry forward from 2012/13</b>				2,892,000
<b>Write-Backs &amp; Revocations 2013/14</b>				142,710
<b>Total Budgets Available</b>				<b>17,984,710</b>
	Approved /Recommended £	Delegated authority < £5k	Delegated authority < £25k	Budget Remaining £
<b>Strategic Initiatives</b>	515,557			
				17,469,153
<b>Applications at Committee</b>				
April 2013	1,129,370	10,125	97,700	16,231,958
May 2013	929,870	0	30,060	15,272,028
June 2013	816,150	0	47,500	14,408,378
July 2013	1,094,540	10,580	15,000	13,288,258
September 2013	885,780	1,152	125,295	12,276,031
October 3/13	1,142,400	0	19,995	11,113,636
October 30/13	1,043,400	0	£53,760	10,019,476
<b>Sub-total spend for 2013/14</b>	<b>7,557,067</b>	<b>21,857</b>	<b>389,310</b>	<b>7,968,234</b>
<b>Total remaining budget for 2013/14</b>				<b>10,016,476</b>

This page is intentionally left blank

## The City Bridge Trust The City Bridge Trust Committee - 30 October 2013 Summary of Grant Recommendations

	Ref No.	Organisation	Requested Amount	Recommended Amount
<b><u>Accessible London</u></b>				
a)	11934	Laburnum Boat Club	£64,419	£64,500
b)	11908	St Laurence Church Catford	£60,000	£60,000
c)	11760	Lauderdale House Society	£50,000	£50,000
<b><i>Total Accessible London</i></b>			<b>£174,419</b>	<b>£174,500</b>
<b><u>Accessible Sports</u></b>				
d)	11688	British Wheelchair Sports Foundation	£81,232	£71,000
<b><i>Total Accessible Sports</i></b>			<b>£81,232</b>	<b>£71,000</b>
<b><u>Bridging Communities</u></b>				
e)	11761	Trussell Trust	£195,000	£195,000
<b><i>Total Bridging Communities</i></b>			<b>£195,000</b>	<b>£195,000</b>
<b><u>London's Environment</u></b>				
f)	11946	ShareAction	£117,311	£117,000
g)	11849	SETPOINT London East	£50,700	£40,000
<b><i>Total London's Environment</i></b>			<b>£168,011</b>	<b>£157,000</b>
<b><u>Positive Transitions to Independent Living</u></b>				
h)	11921	Choice in Hackney	£71,835	£71,800
i)	11630	Beyond Youth CIC	£77,128	£38,000
<b><i>Total Positive Transitions to Independent Living</i></b>			<b>£148,963</b>	<b>£109,800</b>
<b><u>Strengthening the Third Sector</u></b>				
j)	11899	Institute of Fundraising	£90,477	£90,500
k)	11804	Richmond Upon Thames Council for Voluntary Service	£150,596	£131,600
l)	11983	The Kensington and Chelsea Foundation	£114,000	£114,000
<b><i>Total Strengthening the Third Sector</i></b>			<b>£355,073</b>	<b>£336,100</b>

**The City Bridge Trust**  
**The City Bridge Trust Committee - 30 October 2013**  
**Summary of Grant Recommendations**

	Ref No.	Organisation	Requested Amount	Recommended Amount
<b><u>Strategic Initiatives</u></b>				
m)	12017	UK Evaluation Timetable	£5,000	£5,000
<b><i>Total Strategic Initiatives</i></b>			<b>£5,000</b>	<b>£5,000</b>
<b>Grand Totals</b>			<b>£1,127,698</b>	<b>£1,048,400</b>

**MEETING: 30/10/2013**

**Ref: 11934**

## **ASSESSMENT CATEGORY - Accessible London**

**Laburnum Boat Club**

**Adv: Julia Mirkin**

**Amount requested: £64,419**

**Base: Hackney**

**Benefit: Hackney**

**Amount recommended: £64,500**

**Purpose of grant request:** To increase the number of people with disabilities taking part in paddlesports, progressing to mainstream activities and participating fully in all aspects of the club's activities.

### **Background**

Laburnum Boat Club (LBC) is a well-established community facility based on the Regents Canal in Hackney, offering a variety of water-based recreational activities, primarily for young people from the surrounding area. The club was set up in 1983 as a canoe club and water sports remains its main focus. LBC offers recreational and educational narrow boat trips, from which it can raise income; it also works with local schools to deliver aspects of the environmental studies and history curricula.

### **Funding History**

You have awarded two previous grants to LBC, in 1996 and 2000, and the reporting on both was satisfactory. The most recent grant (£77,250 over three years) allowed LBC to support people with disabilities to participate in a specialised programme; it also funded staff training in disability awareness and a number of physical adaptations to be made to facilities.

### **Current Application**

Building on your last grant, LBC now wants to make its mainstream activities accessible, allowing its disabled participants to progress and allowing a greater number of disabled participants to be accommodated. New sessional staff and volunteers will be recruited, trained and coordinated to specifically support disabled participants to attend the youth club, which meets twice a week during term-time and daily during school holidays. Increased staffing will also support disabled participants to join the Adult Canoe Club, which meets weekly during term-time. Transport will be offered to and from the club for disabled participants as this is recognised as a significant barrier to engagement. Specialist courses for SEN schools will ensure LBC reaches out to young disabled people and cultivates interest in its activities. Disability awareness training will be provided for all staff and volunteers, preparing them to support 85 new disabled participants. It is hoped that through greater integration, disabled participants will become coaches, club volunteers and members of the Management Committee.



## **Financial Observations**

Audited accounts for the year ended 31 March 2012 show total income of £417,420 and an operating surplus of £18,071 (4.3% of turnover), comprising £16,208 on unrestricted funds and £1,863 on restricted funds.

LBC's reserves policy is to hold sufficient reserves to meet its statutory redundancy obligations and as a minimum will cover three months operating costs, equating to £78,414 based on current year expenditure. At 31 March 2012 free unrestricted reserves stood at £126,828 which equates to 4.9 months' worth of current year budgeted expenditure.

Draft accounts for 2012/13 show total income of £272,565, a reduction of 35% compared to 2011/12 due to the end of two capital projects undertaken in 2011/12. The accounts also show a deficit of £35,707 (13.1% of turnover), which would reduce the free unrestricted reserves position to £91,121, equating to 3.5 months' worth of 2013/14 expenditure.

The budget for the current year 2013/14 shows total income of £283,813, of which £122,166 (43%) has been confirmed as at 14 October 2013. After projected expenditure of £313,658, a deficit of £29,845 is forecast, this would further reduce the free unrestricted reserves position to £61,276, equivalent to 2.3 months' worth of 2013/14 expenditure.

## **Officer's Appraisal**

LBC is a gold award-holder with London Youth, which operates the quality assurance scheme for youth clubs, which is accredited by City and Guilds. Under Investing in Londoners, you are supporting youth clubs that achieve silver and gold awards through this scheme. LBC has its safeguarding procedures assessed regularly by the National Council for Voluntary Youth Services (NCVYS), demonstrating its commitment to meeting the highest standards in its activities. With the support of your previous grant, LBC has successfully implemented a specialised programme for people with disabilities. Building on this, it now wishes to make its mainstream activities accessible, allowing it to accommodate a greater number of people with disabilities and allowing them to progress.

## **Recommendation**

**£64,500 over three years (3 x £21,500) for additional sessional workers and volunteers, a driver and new equipment to support and accommodate disabled beneficiaries to take part in paddlesports.**





# The City Bridge Trust

Charity Registration Number: 1035628

## Working with Londoners: Application for a grant

Please read the guidance notes before completing this form

Reference:  
(office use only)

11934

Date Received:

01/07/13

Programme  
Area:

1

### 1. About your organisation

Name of organisation applying for grant: <b>Laburnum Boat Club</b>	
If the organisation is part of a larger organisation, what is its name? <b>N/A</b>	
Address for correspondence <b>Laburnum Boat Club</b> <b>Laburnum Street</b> <b>Hackney, London</b>	
Postcode: <b>E2 8BH</b>	
Is this your home address? <b>No</b>	
Contact person: <b>Ms Beth Ettinger</b>	Position: <b>Deputy Co-ordinator</b>
Phone: <b>02077292915</b>	Fax: <b>02077297389</b>
E-mail: <b>beth.ettinger@laburnumboatclub.com</b>	
Website: <b>www.laburnumboatclub.com</b>	
Legal status of organisation: <b>Registered charity and company limited by guarantee</b>	
If registered, please give charity number: <b>801255</b>	
Year and month organisation established: <b>October 1983</b>	

### 2. Request for funds

Under which of the Trust's themes are you applying (see our website or brochure for further details)? <b>Accessible sports</b>
Purpose for which funds are requested: (25 words maximum) <b>To increase the number of people with disabilities taking part in paddlesports, using our facilities and joining our Community Boating Project.</b>
How much funding is requested? <b>Year 1: £21,473 Year 2: £21,473 Year 3: £21,473</b> <b>Total: £64,419</b>



### 3. Aims of your organisation

Laburnum Boat Club was set up in 1983 to provide exciting and fulfilling activities for local young people in an area where there was little or no other provision. One of those parents is still our Club Co-ordinator and our mission has stayed the same: To provide opportunities for the personal development of young people and their families in the local community through participation in a range of water-based activities. We aim to be a positive force for changing lives in a safe and supportive environment.

### 4. Main activities of your organisation

Our Youth Club is the heart of our activities and runs every Tuesday and Wednesday evening and Saturday days during term-time through-out the year and 10am-4pm Monday-Friday during school holidays. We also have two after-school Sports Clubs for young people with disabilities (for those that need specific support); also a vocational employment training scheme for 16-25 year olds who want to become watersports instructors; a schools project offering kayaking courses and study days; an Adult Canoe Club, a Club for adults with mental health issues and three narrowboats that provide fully participatory trips for youth, community and welfare groups.

### 5. Number of staff

Full-time	Part-time	Management committee members	Active volunteers
4	16	12	6

### 6. How do you support your volunteers?

Our volunteers are treated the same as paid employees, with the addition of an extensive free training programme, which over the last 12 months has included: 1<sup>st</sup>-aid, safeguarding, playwork, food hygiene, coaching and watersports qualifications.

### 7. Property occupied by your organisation

Is the main property owned or leased/rented by your organisation?	If leased/rented, how long is the outstanding lease/rental agreement?
Leased	26 Years



## 8. Finance

From your most recent audited or independently examined accounts, complete the following:

Financial year ended -

Month: **March**

Year: **2012**

Income received from:	£
Voluntary income	387,122
Activities for generating funds	14,020
Investment income	73
Income from charitable activities	9,780
Other sources	6,425
<b>Total Income</b>	<b>417,420</b>

Expenditure:	£
Charitable activities	389,753
Governance costs	1,398
Cost of generating funds	4,254
Other	3,944
<b>Total Expenditure</b>	<b>399,394</b>
<b>(Deficit)/surplus for the year:</b>	<b>18,071</b>

Asset position at year end	£
Fixed assets	12,208
Investments	0
Net current assets	126,828
Long-term liabilities	0
<b>*Total A</b>	<b>139,036</b>

Reserves at year end	£
Endowment funds	0
Restricted funds	(1,297)
Unrestricted funds	140,333 <del>137,739</del> JTM
<b>*Total B</b>	<b>139,036</b>

\* Total A and Total B must be the same and should be taken from your balance sheet

## 9. Statutory funding

For the financial year above, what % of your income was from statutory sources?  
49.9%

## 10. Material changes

Describe any material changes to the organisation's activities, structure or financial position since the date of the most recent accounts:

The above includes 2 large capital builds (donations and expenditures for a Rock Climbing wall and to re-fit a 3rd narrowboat). These are non-regular incomes / expenditure and add £65,000 to our normal budget. The above also includes a one-off grant (Transition Fund) of £40,000, which again is not expected this year, meaning that income / expenditure for 13/14 is expected to be around £300,000 with 40% from statutory funding.



## 11. Previous applications to the Trust

Have you applied to the Trust before? If so, please give details: ☒

Month/Year: - / -	Ref:	Grant received: £	OR application rejected <input type="checkbox"/>
Month/Year: - / -	Ref:	Grant received: £	OR application rejected <input type="checkbox"/>
Month/Year: - / -	Ref:	Grant received: £	OR application rejected <input type="checkbox"/>

## 12. Previous funding received

Funding received by your organisation from the following sources during the last **THREE** years:  
**(i)** City of London (other than the City Bridge Trust) **(ii)** London boroughs **(iii)** London Councils (formerly ALG)  
**(iv)** Health authorities **(v)** Central government departments **(vi)** Other statutory bodies (e.g. Housing Corporation, Arts Council) - List source, years and annual amounts:

	Year: 2010	Year: 2011	Year: 2012
(i)	0	0	0
(ii) London Borough of Hackney	264,965	188,317	180,869
(iii)	0	0	0
(iv) City & Hackney Health Charity	0	0	8,000
(v) Cabinet Office: Transition Fd	0	0	40,000
(vi) The Learning Trust / Police Fd	11,641	24,445	13,657

## 13. Previous grants received

Grants received by your organisation from charitable trusts and foundations (other than the City Bridge Trust) during the last **TWO** years. List source, years and annual amounts:

	Year: 2011	Year: 2012
Lloyds TSB Foundation	0	9,000
Help A London Child /Help A Capital	1,080	2,505
Trust for London	0	9,078
Big Lottery (Awards4All / YoungPeo)	34,124	30,969
Access Sport	2,000	0
Children in Need	9,959	12,365

## 14. What steps is your organisation taking to reduce its carbon footprint?

As we ultimately work in the out-doors we are passionate about the environment. As such we have multiple policies to reduce our carbon footprint, including:

- We actively recycle (carboard, paper, plastic and tins), with only a very small amount of land-fill rubbish now produced from our office, club house or coffee bar
- All off-site trips only use the mini-bus when necessary and try to fill our 15 seater deisel mini-bus, meaning that one full vehicle replaces several car journeys
- All lights and electronic equipment is switched off over night and when not in use where possible
- Staff and young poeple are encouraged to cycle to the Club and as part of activites
- Where possible we re-use and recycle equipment (including computer equipment passed on to young people when no-longer needed or kayaks made into plan pots when they become no-longer water tight (we patch them up for several years as best as possible first!)
- By taking inner-city young people into the outdoors and expereincing rivers and mountains first hand we teach the importance of ecology



## 15. Purpose

Complete this section whatever the amount of grant requested. **In addition**, if the request is for £25,000 or more in total, a fuller proposal should be sent with this form. Also, if your application is for all or part of new or existing post(s), please enclose a copy of the relevant job description(s) including the salary level.

**In order to provide the right information, please refer to guidance note 15 before completing this section.**

Laburnum Boat Club is a well established community watersport centre, offering a range of activities throughout the year. Several years ago we realised that young people and adults with disabilities were not participating in our activities, so we funded and appointed an Inclusion worker who has set up two after-school Sports Clubs for young people with disabilities. However, these only cater for a small number of young people with very high support needs and our main open-access sessions, including a Youth Club, Adult Canoe Club, Family Club and schools kayaking courses, were still not fully utilised by those with disabilities. Over the last 18 months we have run a pilot scheme, offering supported access to these mainstream sessions, which has been extremely successful. We would now like to make this Project a permanent feature of the Club. The need for this increased access to our provision has been confirmed by local parents, social services, teachers from several SEN schools and two day centres, who all have participants that need extra support to access our provision. We do not know of any other provision that offers this bespoke support service.

To achieve this increase in the participation levels of those with disabilities we will provide:

- Support Workers during youth club sessions (5-7pm every Tuesday, 10am-4pm Saturdays & Mon - Fri during school holidays) to facilitate 35 x 9-19 year olds with disabilities to take part fully, i.e. assistance with personal care / getting changed into sporting equipment / assistance with communication and integration.
- Transport to and from the Club (pick up to and from home every Tuesday evening and 2 days per week during the school holidays) as this is one of the biggest barriers to participation reported.
- Support Workers for our Adult Canoe Club (one evening a week during school term-time) to encourage and enable 20 adults with disabilities to participate fully each year).
- 2 x SEN School 6 week kayak courses per year.
- A new Inclusion Post on our Management Committee
- 3 x Coaching courses per year (including Disability Awareness courses).

The overall aim of 'Paddling for All' is to increase the number of young people and adults with disabilities participating in Paddlesports through an increase in accessible watersport activities. More specifically the objectives for the duration of the grant are:

1. To increase the number of disabled people taking part in canoeing and kayaking, by providing support workers and transport, increasing accessibility to our Youth Club, Adult Club, Family Club and Schools Kayaking. This will lead to participants having increased physical mobility, co-ordination, and wellbeing and decreased social exclusion and isolation.
2. To increase the number of people with disabilities involved with the delivery of paddlesport and coaching by delivering personal skill awards and coaching courses as well as peer mentoring of members. This will improve the communication skills of participants and increase their independent living skills, integration into the community and employability.
3. Increase the number of people with disabilities involved with the running of the Club through encouragement and enablement of members to join our Management Committee, become coaches and volunteers and participate in the running of paddlesports in general through our links with the Canoe England London Region and British Canoe Union members.

Laburnum Boat Club has 30 years experience of delivering successful community-based sports provision. We have a highly skilled and qualified staff team, specialist equipment and most importantly a very good reputation and relationship with the local community. We have everything in place to provide watersports activities for those with disabilities (our sessions are already up and running), but we need additional funds to break the final barriers that are preventing those with disabilities from participating fully.

This Project was initiated by the high number of enquiries we have from people with disabilities that want to access our facilities, but need extra support to do so. We have a very diverse staff team and membership, including all ages, backgrounds and ethnicities, which reflects the population of the area that we work in. We also already recycle 80% of our waste products, share vehicle transport, and encourage and enable cycling of staff and members. Job Descriptions are attached. \*

\* on file



**16. Explain how you will monitor and evaluate both your own outcomes and those of the programme under which you are applying.**

We will monitor and evaluate this programme in the following ways:

1. Enrolment forms for each participant, giving details of disability, age, gender, geographical location etc, which can be cross referenced with the registers for each sessions and our database of previous members, which will show the exact increase in numbers participating.
  2. Bi-Annual feedback from those with disabilities / families / carers that will assess improvements in physical ability, health, general well being ect.
  3. Copy's of all National Governing Body certificates and qualifications gained (i.e. personal skill awards that show development in the sport, through to UKCC Coaching Awards).
  4. Minutes from weekly Staff meeting and month Management Committee meeting, where new coaches, volunteers, management committee members will be documented and the progress of individuals discussed and recorded.
  5. Individual case studies and photo record of activities.
- Laburnum Boat Club has over 30 years experience of monitoring and evaluating outcomes and finance for projects and grants such as these and coming from a Youth work background we are used to assessing individual needs and outputs.

**17. Beneficiaries**

How many people will benefit from the grant per year? **85 (plus 35 additional parents / carers / siblings)**

In which local authority is your organisation based?  
**London Borough of Hackney**

Which borough(s) of Greater London will benefit from this grant?  
(if more than one, please give % for each)  
**London Borough of Hackney**

At what address will the activity be located? **Laburnum Boat Club, Laburnum Street, Hackney, London E2 8BH**

What age group will benefit? **9-19yrs old**

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

	%		%
White - British	<b>50</b>	Black - Caribbean	<b>5</b>
White - Irish	<b>5</b>	Black - African	<b>5</b>
White - Other (please describe)		Black - Other (please describe)	
Asian - Indian	<b>5</b>	Black - British	<b>15</b>
Asian - Pakistani	<b>5</b>	Chinese	<b>5</b>
Asian - Bangladeshi	<b>5</b>		
Asian - Other (please describe)		Other (please describe)	
Open to everyone			<b>100</b>

What proportion of the beneficiaries will be disabled people?  
**100% (of the 85)**



## 18. Funding required for the project

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

(List main expenditure headings and amounts)

Expenditure heading	Year 1 £	Year 2 £	Year 3 £	Total £
Sessional Support Workers	14,565	14,565	14,565	43,695
Managment & Admin	2,080	2,080	2,080	6,240
Transport (driver & deisel)	3,390	3,390	3,390	5,580
Transport (use of Laburnum's minibus)	Free	Free	Free	Free
Equipment (2 x accessible canoes)	1,438	1,438	1,438	4,314
Facilities (use of Laburnum Boat Club)	Free	Free	Free	Free
<b>TOTAL</b>	<b>21,473</b>	<b>21,473</b>	<b>21,473</b>	<b>64,419</b>

What income has already been raised?

(List amounts and main sources)

Source	Year 1 £	Year 2 £	Year 3 £	Total £
<b>TOTAL</b>				

What other funders are currently considering the proposal?

None

## 19. Funding requested from the Trust

How much is requested from the Trust? (List main expenditure headings and amounts)

Expenditure heading	Year 1 £	Year 2 £	Year 3 £	Total £
Sessional Support Workers	14,565	14,565	14,565	43,695
Managment & Admin	2,080	2,080	2,080	6,240
Transport (driver & deisel)	3,390	3,390	3,390	10,170
Equipment	1,438	1,438	1,438	4,314
<b>TOTAL</b>	<b>21,473</b>	<b>21,473</b>	<b>21,473</b>	<b>64,419</b>



## 20. Funding requested from the Trust (continued)

When will the funding be required? **1<sup>st</sup> November 2013**

Is the activity to continue beyond the period for which funding is requested?

If so, how will it be resourced? **Laburnum Boat Club has over 29 years experience of raising funds to support its work, form Charities, Trusts, local Council, Government and the corporate sector. The Club Co-ordinator and Deputy Co-ordinator work closely with the Project leaders to ensure that Projects are created and funded to fit local need and funding streams are identified to ensure continual delivery.**

If any planning or other statutory consents are required for the project to proceed, what stage have the applications reached? **N/A**

### Declaration on behalf of applicant organisation

I, **Beth Ettinger** (your name)

am an authorised representative of

**Laburnum Boat Club** (your organisation)

within which I am **Deputy Co-ordinator** (your position)

**To the best of my knowledge, all the information that I have provided in this application form is correct**

Signature



Date

**26/6/13**

**Return the completed form to: The City Bridge Trust**

City of London

PO Box 270

Guildhall

London EC2P 2EJ

Please

- **do not send this application by fax or e-mail** – unless applying online, applications must be posted to the Trust
- **do send the information in the checklist** – if items are missing, your application will be returned to you
- **do send only the information in the checklist** – if further information is required, we will contact you
- **do ensure you have signed and dated this form** – we cannot accept forms which have not been signed and dated
- **do use the correct postage** – the completed form and additional materials are likely to exceed 100g in weight



**MEETING 30/10/2013**

**Ref: 11908**

## **ASSESSMENT CATEGORY - Accessible London**

**St Laurence Church Catford**

**Adv: Sandra Davidson**

**Base: Lewisham**

**Amount requested: £60,000**

**Benefit: Lewisham**

**Amount recommended: £60,000**

**Purpose of grant request:** Essential improvements to a much-used community centre and church in central Catford.

### **Background**

St Laurence Church is the Anglican parish church that serves the centre of Catford in south east London. Built in 1968 to replace a decrepit 1888 building serving the needs of the local area (recently described by Paul Theroux as 'one of the dreariest parts of London'). As well as a church, the organisation also runs a large community centre which is extensively used by local people. The church buildings themselves comprise an octagonal church (with vestries and other ancillary rooms) and a pentagonal Lady Chapel. The entire complex is single storey and has parking within the site.

The community centre provides half a dozen rooms of different sizes providing a venue for a diverse range of groups and activities ranging from a Turkish Elders' Luncheon Club (previously funded on your Improving Services for Older People programme); a general lunch club; self-defence for both teenagers and adults, slimming groups, Cubs and Scouts packs; Olde Tyme dancing; and hosting the local community forum. The Centre is equipped with a (basic) commercial kitchen, and offers an affordable venue for those seeking to host economical wedding receptions, parties and other social occasions. Approximately 1,000 people per week use the community facilities.

### **Funding History**

In October 2011, you awarded a grant of £1,800 to commission an access audit and disability awareness training. This was completed and informs the works now proposed.

### **Current Application**

St Laurence Church requests your support to carry out works to implement the most pressing recommendations arising from the audit and consultation with service users. These proposed works will include the reconstruction of two access ramps to the main entrances of the building; replacement and widening of 21 doors; and installation of two drop kerbs. To remedy the shortcomings identified by the access audit it is estimated at £800,000 to be split into 3 phases. The Church Council has therefore,



after considerable discussion and consultation with users, identified and prioritised the most pressing needs arising from those listed in the report. The project cost is estimated at £120,000, (incl. VAT and fees) for phase 1. The church has so far secured £40,000, with the shortfall to be raised from other grant-making bodies. The project will be managed by an architect who has worked for the church previously and is familiar with the site. Planning permission is not required for the proposed access works.

### **Financial Observations**

Audited accounts for the year ended 31 December 2012 show a surplus of £32,988 (15.9% of turnover), comprising a surplus of £37,934 on unrestricted funds partially offset by a deficit of £4,946 on restricted funds.

The reserves policy states that the organisation aims to hold free unrestricted reserves equivalent to 25-50% of annual expenditure which equates to between £43,720 and £87,440 based on the 2012 accounts. Free unrestricted reserves at 31 December 2012 totalled £103,537 representing 60% of annual expenditure.

The latest forecast for 2013 shows a surplus of £8,761 all on unrestricted funds, with a further unrestricted fund surplus of £21,216 projected for 2014. These surpluses would increase the free unrestricted reserves position to £133,514, 73% of 2014 budgeted expenditure and £46,074 ahead of the reserves policy target.

### **Officer's Appraisal**

This application is to improve a resource which is very much used and valued by the local community. It provides a meeting space at affordable prices for local voluntary organisations in an area where there is limited alternative provision. The works as identified will enable fuller use of the facility by young and old, disabled and non-disabled alike. Your guidelines state that capital grants in excess of £50,000 may be awarded occasionally to small organisations or local projects and, as this falls within that category, the sum of £60,000 is recommended as this would go a long way to enabling the stated access works to be carried out.

### **Recommendation**

**£60,000 towards disability access works to the community centre, at St Laurence Church.**





# The City Bridge Trust

Charity Registration Number: 1035628

## Working with Londoners: Application for a grant

Please read the guidance notes before completing this form

Reference:  
(office use only)

11908

Date Received:

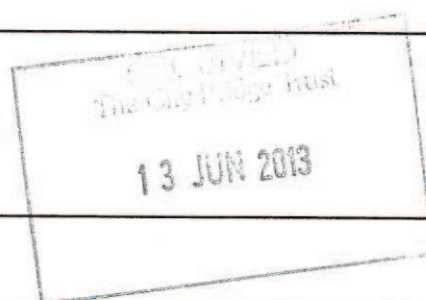
13/06/13

Programme  
Area:

1

### 1. About your organisation

Name of organisation applying for grant: <b>St Laurence Church Catford</b>	
If the organisation is part of a larger organisation, what is its name? <b>Church of England, Diocese of Southwark</b>	
Address for correspondence [REDACTED]	
Postcode: [REDACTED] Is this your home address? <b>Yes</b>	
Contact person: <b>Rev Charles Pickstone</b>	Position: <b>Vicar</b>
Phone: [REDACTED]	Fax:
E-mail: <b>st.laurence@btconnect.com</b>	
Website: <b>www.stlaurencecatford.org.uk</b>	
Legal status of organisation: <b>Regd Charity</b>	
If registered, please give charity number: <b>1131092</b>	
Year and month organisation established: <b>October 1888</b>	



### 2. Request for funds

Under which of the Trust's themes are you applying (see our website or brochure for further details)? <b>Accessible London - buildings</b>		
Purpose for which funds are requested: (25 words maximum) <b>Essential improvements to a much-used community centre and church in central Catford as recommended by a professional access survey.</b>		
How much funding is requested?		
<b>Year 1: £60,000</b>	<b>Year 2: £</b>	<b>Year 3: £</b>
<b>Total: £60,000</b>		



### 3. Aims of your organisation

St Laurence Church & Centre was rebuilt in 1968 (replacing a decrepit 1888 building) to serve the needs of the local area, recently described by Paul Theroux in The Guardian newspaper as 'one of the dreariest parts of London'. The organisation aims to counter Catford's reputation of dullness & crime by providing resources for the many diverse local communities who live or work in the area, without restriction of belief, gender, ability or orientation, to foster the vitality of this potentially vibrant area. According to the 2011 census, the parish is in the highest category, nationwide, on the overall deprivation scale (11609 out of 12706), and 256 out of 292 in south London (Southwark Diocese), with child poverty and working age poverty particular problems, (the latter, according to the census, 263 out of 289). The parish has a long track record of seeking to work with local people to improve their circumstances, particularly through making its community centre available to local people, groups and organisations at affordable rates.

### 4. Main activities of your organisation

St Laurence Church comprises a large auditorium-style hall seating up to 350 which is widely used for church services, but also for weekly choral society rehearsals by one of the largest choral societies in south-east London, concerts and public meetings. The community centre (part of the same building) consists of a large hall (seating 200), two small halls (each seating 40-50) and a youth centre, as well as two offices used by local charities. The Centre runs its own activities (e.g a carers and toddler group, Cubs & Scouts, Community Choir, joint events with local schools) as well as being the venue for a very wide range of groups, meetings, events, activities, training sessions, etc. from badminton and old time dancing to weightwatchers and two pensioners' lunch clubs. As the Centre is equipped with a (basic) commercial kitchen, it also offers an affordable venue for those seeking to host economical wedding receptions and funeral wakes. The hall is also used by different religious groups (any religion) for e.g. funeral ceremonies.

### 5. Number of staff

Full-time	Part-time	Management committee members	Active volunteers
2	4	21	40

### 6. How do you support your volunteers?

Appropriate training, generous hospitality; interview and job description where appropriate; full expenses refunded; feedback sessions

### 7. Property occupied by your organisation

Is the main property owned or leased/rented by your organisation?	If leased/rented, how long is the outstanding lease/rental agreement?
owned	



## 8. Finance

From your most recent audited or independently examined accounts, complete the following:

Financial year ended -

Month: **December**

Year: **2012**

<b>Income received from:</b>	<b>£</b>
Voluntary income	51770
Activities for generating funds	1558
Investment income	2710
Income from charitable activities	140029
Other sources	11800
<b>Total Income</b>	<b>207867</b>

<b>Expenditure:</b>	<b>£</b>
Charitable activities	156136
Governance costs	13154
Cost of generating funds	
Other	5589
<b>Total Expenditure</b>	<b>174879</b>
<b>(Deficit)/surplus for the year:</b>	<b>32988</b>

<b>Asset position at year end</b>	<b>£</b>
Fixed assets	
Investments	64976
Net current assets	61259
Long-term liabilities	(15456)
<b>*Total A</b>	<b>110779</b>

<b>Reserves at year end</b>	<b>£</b>
Endowment funds	49521
Restricted funds	7242
Unrestricted funds	54016
<b>*Total B</b>	<b>110779</b>

\* Total A and Total B must be the same and should be taken from your balance sheet

## 9. Statutory funding

For the financial year above, what % of your income was from statutory sources?  
0%

## 10. Material changes

Describe any material changes to the organisation's activities, structure or financial position since the date of the most recent accounts:

none

## 11. Previous applications to the Trust

Have you applied to the Trust before? If so, please give details:					<input checked="" type="checkbox"/>
Month/Year: Jul	/ 2010	Ref: 10769	Grant received: £1800	OR application rejected	<input type="checkbox"/>
Month/Year: -	/ -	Ref:	Grant received: £	OR application rejected	<input type="checkbox"/>
Month/Year: -	/ -	Ref:	Grant received: £	OR application rejected	<input type="checkbox"/>

## 12. Previous funding received

Funding received by your organisation from the following sources during the last **THREE** years:  
**(i)** City of London (other than the City Bridge Trust) **(ii)** London boroughs **(iii)** London Councils (formerly ALG)  
**(iv)** Health authorities **(v)** Central government departments **(vi)** Other statutory bodies (e.g. Housing Corporation, Arts Council) - List source, years and annual amounts:

	Year: 2010	Year: 2011	Year: 2012
(i)			
(ii)			
(iii)			
(iv)			
(v)			
(vi)			

## 13. Previous grants received

Grants received by your organisation from charitable trusts and foundations (other than the City Bridge Trust) during the last **TWO** years. List source, years and annual amounts:

	Year: 2011	Year: 2012
Mulberry Trust		£10,000

## 14. What steps is your organisation taking to reduce its carbon footprint?

The building itself is now fully insulated, thanks to ceiling insulation at the time of reroofing ten years ago and recent cavity wall insulation. Solar panels on the flat roofs are under active consideration (we will shortly be looking for a feasibility study and then quotations); our ageing gas boilers are approaching the end of their lives, and once the proposed access works are complete we will be seeking to replace them, as our next major project, with much more efficient, state of the art units, (possibly supplemented by a woodchip fired unit), which should achieve major energy savings. More energy-efficient lighting has been installed and further improvements are under consideration.



## 15. Purpose

Complete this section whatever the amount of grant requested. **In addition**, if the request is for £25,000 or more in total, a fuller proposal should be sent with this form. Also, if your application is for all or part of new or existing post(s), please enclose a copy of the relevant job description(s) including the salary level.

**In order to provide the right information, please refer to guidance note 15 before completing this section.**

St Laurence Church & Centre is an outstanding piece of late 1960s architecture, recently listed grade II. In 2012, thanks to a grant from the City Bridge Trust, we commissioned Jean Hewitt Consulting Ltd to undertake an access survey of the building, and to run two workshops for members of the church council (the management committee). The subsequent report (a copy of which was sent to the City Bridge Trust) identified many serious issues in what was in its time intended to be an accessible building. These issues were confirmed at subsequent meetings of the church council by those who had attended the two workshops run by Jean Hewitt, and by other users of the building, especially disabled users.

To remedy all the shortcoming identified by Jean Hewitt would cost an estimated £800,000, as priced up in detail by the building's current architect. The church council have therefore, after considerable discussion and consultation with users, identified and prioritised the most pressing needs from among those listed in the report. With fees and an element of VAT (the VAT status of improvements to listed buildings is not entirely predictable) the total for phase I is £120,000 which, if the City Bridge Trust were favourably disposed, the church council consider it would be feasible to raise as follows:

grant from CBT: £60,000;

surplus income from 2012 (an exceptional year): £25,000;

one grant from another trust already confirmed: £10,000;

balance to raise from other grant-making bodies and income from 2013: £25,000, which the church council consider realistic to achieve.

Detailed plans have been drawn up by the quinquennial architect, and outline costings by specialist quantity surveyors. The exact costs would be subject to confirmation; the grant application includes design & quantity surveyor fees. A copy of the full scope of the works, with reference to specific recommendations of Jean Hewitt's access audit, is attached.

In summary these are:

- (1) complete reconstruction of the two access ramps to the main entrances of the buildings (£44K)
- (2) replacement, widening and/or automation of 21 sets of doors in and around the building (£40K)
- (3) installation of two drop kerbs (£3K)
- (4) redesign and refurbishment of existing disabled WC (£4K)
- (5) redesign of two serveries (£5K)
- (6) provision of visually contrasting & accessible signage (£4K)

Wai-Mei Chan, of the Centre for Accessible Environments, has reviewed and approved these proposals.

The building is already used by a large number of elderly and less mobile people, as well as by some disabled users, who are currently seriously inconvenienced by access issues within the building. At the other end of the spectrum, users of our well-attended playgroup and other occasional activities for very young children and their carers find the building's heavy doors (and lack of baby-change facilities) a hazard. If the facilities were improved, we expect usage of the building by elderly, very young and disabled people to increase a great deal – possibly by as much as 40–50%.



## 16. Explain how you will monitor and evaluate both your own outcomes and those of the programme under which you are applying.

Mainly from feedback from users of the building. We would expect to monitor numbers of users and the difference improved access made to their use and enjoyment of the building's facilities. While increased enjoyment of a resource is often intangible, there are some individual, measurable targets we would expect to achieve, that would indicate the success of the overall project:

- (1) reduction in number of complaints from less able users and their carers, especially with respect to lavatory provision, by 90%.
- (2) increased use of the building by elderly and disabled groups by at least 10% of total users.
- (3) reduction in number of complaints by drivers of local "Dial-a-ride" transport often employed by users of the Centre, for whom lack of dropped kerbs is a major problem, by 100%
- (4) 50% increased use of the church (for services and rehearsals) by wheelchair users, and increased participation in management and as volunteers.
- (5) at the time of the return of the 12 month monitoring form, a formal consultation via survey (written questionnaire) with all Centre users and groups to assess feedback regarding the renovated facilities.

## 17. Beneficiaries

In line with our anti-fraud policies, we may, in exceptional circumstances, require you to provide contact details of your beneficiaries (see Guidance Notes).

How many people will benefit from the grant per year? **2-4,000 (approx unique users per year)**

What age group will benefit? **all, especially the elderly and the very young**

In which local authority is your organisation based?  
**Lewisham**

Which borough(s) of Greater London will benefit from this grant?  
(if more than one, please give % for each)  
**Lewisham**

At what address will the activity be located? **37, Bromley Road, London, SE6 2TS**

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

	%		%
White - British	<b>25</b>	Black - Caribbean	<b>40</b>
White - Irish		Black - African	<b>15</b>
White - Other (please describe)		Black - Other (please describe)	
Asian - Indian		Black - British	<b>20</b>
Asian - Pakistani		Chinese	
Asian - Bangladeshi			
Asian - Other (please describe)		Other (please describe)	
Open to everyone			

What proportion of the beneficiaries will be disabled people?  
**10-15%**



## 18. Funding required for the project

What is the total cost of the proposed activity/project?  
(List main expenditure headings and amounts)

Expenditure heading	Year 1 £	Year 2 £	Year 3 £	Total £
Access works (listed separately)	100,000			
Design fee	7,000			
Architect fee	10,000			
part VAT (estimate)	3,000			
<b>TOTAL</b>	<b>120,000</b>			

What income has already been raised? (List amounts and main sources)

Source	Year 1 £	Year 2 £	Year 3 £	Total £
Mulberry Trust	10,000			
Surplus from 2012	25,000			
<b>TOTAL</b>	<b>35,000</b>			

What other funders are currently considering the proposal?

Funders	£
<b>TOTAL</b>	

## 19. Funding requested from the Trust

How much is requested from the Trust? (List main expenditure headings and amounts)

Expenditure heading	Year 1 £	Year 2 £	Year 3 £	Total £
Access works (50%)	60,000			
<b>TOTAL</b>	<b>60,000</b>			

## 20. Funding requested from the Trust (continued)

When will the funding be required? <b>probably January 2014</b>
Is the activity to continue beyond the period for which funding is requested? If so, how will it be resourced?
If any planning or other statutory consents are required for the project to proceed, what stage have the applications reached? <b>preliminary. Formal application would await confirmation of funding.</b>

## 21. Referee

Please provide us with the contact details of a current or recent funder of your organisation who is willing to act as a referee.

<b>Referee</b>	
<b>Name:</b>	<b>The Ven Alistair Cutting</b>
<b>Organisation:</b>	<b>Archdeacon of Lewisham and Greenwich</b>
<b>Address:</b>	<b>Trinity House 4, Chapel Court Borough High Street SE1 1HW</b>
<b>Tel:</b>	<b>020 7939 9400</b>
<b>E-mail:</b>	<b>alastair.cutting@southwark.anglican.org</b>



## Declaration on behalf of applicant organisation

I, **Charles Pickstone** (your name)

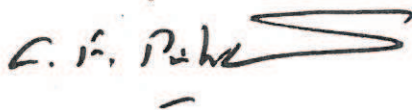
am an authorised representative of

**St Laurence Church & Centre** (your organisation)

within which I am **incumbent** (your position)

**To the best of my knowledge, all the information that I have provided in this application form is correct. I fully understand that the City Bridge Trust has zero tolerance towards fraud and will seek to prosecute and recover funds in every instance.**

Signature



Date **June 11<sup>th</sup>, 2013**

### How your information will be used by the Trust

City Bridge Trust (which is administered as part of the Bridge House Estates by the City of London Corporation) processes personal data in compliance with the Data Protection Act 1998. The Trust obtains and uses information, including personal data, as part of the process of assessing grant applications and monitoring the use of grants. The information you provide on the application form may be made public as part of the assessment of this application. In addition, the Trust may share this information with third parties, including other funders, its external consultants and external auditors, police and regulatory bodies for the purpose of determining, preventing or detecting crime; or ensuring that no organisation is receiving duplicate funding; or the validation of contracts; or where this is otherwise required by law.

**By signing and submitting your application form you give your explicit consent for us to use data relating to your application as set out above.**

Our contact details for enquiries about how we process your information are:

The City Bridge Trust, City of London, PO Box 270, Guildhall, London EC2P 2EJ. Telephone: 020 7332 3710

### Concerns over fraud and corruption

Should you, at any time, have concerns of fraud and corruption within your organisation relating to the grant, then please raise your concerns with us using our Whistle Blowing facilities. You may use our Audit team's 24 hour answer phone number, 020 7332 3663, to report the details or email [raiseyourconcern@cityoflondon.gov.uk](mailto:raiseyourconcern@cityoflondon.gov.uk)

**Return the completed form to: The City Bridge Trust**

City of London

PO Box 270

Guildhall

London EC2P 2EJ

### Please

- **do not send this application by fax or e-mail** – unless applying online, applications must be posted to the Trust
- **do send the information in the checklist** – if items are missing, your application will be returned to you
- **do send only the information in the checklist** – if further information is required, we will contact you
- **do ensure you have signed and dated this form** – we cannot accept forms which have not been signed and dated
- **do use the correct postage** – the completed form and additional materials are likely to exceed 100g in weight



**MEETING: 30/10/2013**

**Ref: 11760**

## **ASSESSMENT CATEGORY - Accessible London**

**Lauderdale House Society**

**Adv: Tania Bronstein**

**Amount requested: £50,000**

**Base: Camden**

**Benefit: North London**

**Amount recommended: £50,000**

**Purpose of grant request:** To make the building accessible for users by installing a lift, ramp access to the cafe, second entrance ensuring better circulation and disabled toilet facilities.

### **Background**

Lauderdale House (LH) was built in 1582 for Sir Richard Martin, Master of the Mint and three times Lord Mayor of London. Over the years, the timber frame house underwent several cosmetic and stylistic changes and was lived in by many historical figures. In 1889, its last private owner, Sir Sidney Waterloo, another Mayor of London, donated the house and Waterloo Park in which it is situated, to a charitable trust for public benefit. When its first trustee the Greater London Council, was disbanded, trusteeship passed to LB Camden. The house lay derelict for years following a fire in 1963 which destroyed its roof and some of the interior, but in 1978 local residents set up Lauderdale House Society (LHS) to restore, preserve and manage LH as a community asset. Since, LHS has been offering a year-round programme of performances, exhibitions and classes, as well as outreach into schools, hospitals and youth centres.

### **Funding History**

You awarded LHS £27,000 under your Jubilee Grants Programme in 2002. This grant was satisfactorily monitored.

### **Current Application**

LH is a popular arts and heritage education centre and a much sought-after venue for weddings, parties and functions, the income from which largely funds its charitable activities. However, the lay-out of the house is problematic, preventing LHS from maximising usage and the house does not offer good disabled access and facilities.

LHS has launched a major appeal to make the building more accessible and fit for purpose. The appeal seeks funds for both refurbishment costs and for revenue to meet recurrent costs over the 16 months planned for works on site when income cannot be raised from hiring the venue. This appeal also includes a new four-year heritage project inspired by LH's rich history (referred to at the top of Q.18 as "Activity"). The breakdown in Q18 is for the entire appeal (ie inclusive of both capital and revenue) and



you are advised to note that this application is towards capital costs only. These costs total £1,315,428 and include £1,165,418 for refurbishment and fees, plus £150,010 for contingencies at 12.9% of building costs.

To date, the whole appeal has raised £1,281,700, from the sources listed in the application form plus recently agreed grants from the Garfield Weston and the Foyle foundations. The total raised specifically for capital costs is £1,193,700 leaving £121,728 to raise. LHS now seeks £50,000 from your Committee towards access-specific costs.

LB Camden, which is providing funding and technical support, has agreed to grant a new 25 year lease when works are completed and to manage works on site, thereby saving LHS substantial sums. Architect plans, informed by an access audit in 2003 and later by an access advisory group were subject to an access appraisal in 2012. This reports that provision is adequate but notes that, given the drawings' early stage, some access features normally dealt with at later design stages, could not be ascertained hence it is advised that this be revisited when appropriate.

### **Financial Observations**

Audited accounts for the year ended 31<sup>st</sup> March 2013 show total income of £417,523 and a surplus of £21,498 (5.1% of turnover) of which £19,364 is on restricted funds and £2,134 on unrestricted funds.

LHS trustees have agreed a target free reserve level of £60,000, equivalent to 2.6 months' worth of 2013/14 budgeted operating expenditure. At 31<sup>st</sup> March 2013 free unrestricted reserves stood at £3,444 equating to only 5 days' worth of 2013/14 budgeted operating expenditure.

For 2013/14 when the building project is at the design stage, LHS forecasts a surplus of £900 on income of £277,500, of which £22,000 (7.9%) has been secured, with the remainder coming from premises hire and other activities taking place throughout the year.

During 2014/15 when the project is at the building stage through to May 2015 when it is due to be completed, LH is scheduled to be part closed for the period May – October 14 and fully closed for the period November 14 – June 15. The budgets show deficits of £150,247 and £93,921 for 2014/15 and 2015/16 respectively, which the charity advises is due to "lost" revenue. To meet these deficits amounting to £244,168, LHS has placed applications for funding which total £270,000. Therefore any City Bridge Trust grant is conditional upon these revenue funds being secured before the building work starts.

The business plan has estimated that the capital cost of the building work during the period May 2014 – May 2015 will be £1,315,428; of which



£1,193,700 (90.7%) has been secured leaving a shortfall of £121,728. This grant application of £50,000 is towards this shortfall and will be used to provide disabled access.

### **Officer's Appraisal**

This project to transform LH into a more accessible and viable venue has now raised over two thirds of its target sum and has mobilised substantial pro-bono support from local people. It has also helped LHS to focus on compliance and longer-term sustainability. Previously, an annual subsidy from LB Camden (no longer received) helped LHS to balance its accounts, but has resulted in practically nil unrestricted reserves. LHS is seeking to mitigate the risks of embarking on this large project with no free reserves through its current appeal which is not just for capital but also includes raising revenue to offset hire income lost during building works.

Your officer's assessment visit evidenced a genuine commitment to inclusion beyond legal requirements, including plans for on-going consultation with disabled people. However, the architect's drawings need further development to establish that the potential for accessible and equitable enjoyment by people with disabilities is maximised, hence the recommendation below to fund a further access appraisal. Also, since your funds are not immediately needed (works will start in 2014/15), and the appeal continues, your Committee is advised to make any grant conditional on assurances that LHS has secured the revenue needed to meet on-going commitments while building works progress. When the house re-opens LHS will be able to maximise income generation from hiring the venue and begin to work towards achieving greater financial sustainability.

### **Recommendation**

**£50,000 towards access-related costs comprising the following components:**

**(a) £2,000 towards a further access appraisal of architect plans when these reach a more advanced stage, and;**

**(b) £48,000 towards access-related building works, conditional upon:**

- (i) A satisfactory further access appraisal of architects' plans;**
- (ii) Confirmation that revenue needed to offset revenue losses while works take place has been secured before building works start.**





# The City Bridge Trust

Charity Registration Number: 1035628

## Working with Londoners: Application for a grant

Please read the guidance notes before completing this form

Reference:  
(office use only)

11760

Date Received:

15/04/2013

Programme  
Area:

01

### 1. About your organisation

Name of organisation applying for grant: <b>Lauderdale House Society</b>	
If the organisation is part of a larger organisation, what is its name? <b>n/a</b>	
Address for correspondence: <b>Lauderdale House Highgate Hill, Waterlow Park. London</b>	
Postcode: <b>N6 5HG</b>	
Is this your home address? <b>No</b>	
Contact person: <b>Ms Katherine Ives</b>	Position: <b>Director</b>
Phone: <b>0208 348 8716</b>	Fax:
E-mail: <b>KIves@lauderdale.org.uk</b>	
Website: <b>http://www.lauderdalehouse.org.uk</b>	
Legal status of organisation: <b>Registered Charity</b>	
If registered, please give charity number: <b>275502</b>	
Date organisation established: <b>09/02/1978</b>	

### 2. Request for funds

Under which of the Trust's themes are you applying (see our website or brochure for further details)? <b>Accessible London \ Accessible Buildings</b>
Purpose for which funds are requested: (25 words maximum) <b>To make the building accessible for users by installing a lift, ramp access to the cafe, second entrance ensuring better circulation and disabled toilet facilities.</b>
How much funding is requested? <b>Year 1: £50,000 Year 2: £0 Year 3: £0 Total: £50,000</b>



### 3. Aims of your organisation

Lauderdale House Society aims to bring to life this 1582 Grade 2\* heritage building in Waterlow Park for the diverse communities of London through a vibrant educational, community, arts and heritage programme which:

- encourages life-long learning and creative opportunities
- involves individuals of all ages, cultures and backgrounds including performers, artists, historians, local people and visitors to Waterlow Park
- offers best-value social, educational, heritage and arts-based activities to the local and wider communities, both in the House and by reaching out to communities who might not otherwise visit the House, and takes creative and heritage projects directly to some of the poorest and most disadvantaged young people in London who live within 3 miles
- provides a place for all ages to experiment, create, enjoy, participate and connect with their heritage, increasing the quality of their lives.

It aims to improve and restore this Tudor building bringing our heritage to life and sharing our unique story with as many people as possible.

### 4. Main activities of your organisation

Vibrant community hub - open 354 days a year, 11.5 hours per day, with 65,000 visitors for 1,667 educational, arts, creative and social activities for everyone from babies to over 90's. The equivalent of 4 fulltime staff and 35 volunteers (129 hours a week), deliver this programme.

Our work continues beyond the building whose physical limitations restrict the number and type of people with whom we can work. We run outreach projects with some of the poorest and most disadvantaged children in the UK:

-Each year we work with 600 of the most deprived children in the UK offering ongoing relationships exploring heritage and art. We have won the Sandford Award for Heritage Education 2011 with our uniquely diverse programme that builds relationships rather than offering one-off class visits.

-We place artists in Great Ormond Street and Evelina Children's Hospitals.

-Using urban culture we engage with young people at risk, first-time offenders or those not in employment or education to provide activities for community centres on estates (Castlehaven, Kentish Town, Queen's Crescent) in the 2% most deprived areas in Britain.

### 5. Number of staff

Full-time	Part-time	Management committee members	Active volunteers
<b>3</b>	<b>2</b>	<b>9</b>	<b>35</b>

### 6. How do you support your volunteers?

A bespoke programme is created from the start for each volunteer in order to match their needs, abilities, interests and aspirations with those of the organisation. This is constantly reviewed by the designated staff member and the volunteer to enable growth and development.

### 7. Property occupied by your organisation

Is the main property owned or leased/rented by your organisation?	If leased/rented, how long is the outstanding lease/rental agreement?
<b>Rented</b>	<b>25yr lease being renegotiated</b>



## 8. Finance

From your most recent audited or independently examined accounts, complete the following:

Financial year ended - **31** Month: **March**

Year: **2013**

Income received from:	£
Voluntary income	129,136
Activities for generating funds	264,569
Investment income	
Income from charitable activities	
Other sources	3,321
<b>Total Income</b>	<b>397,026</b>

Expenditure:	£
Charitable activities	376,557
Governance costs	6,657
Cost of generating funds	
Other	12,811
<b>Total Expenditure</b>	<b>396,025</b>
<b>Net (Deficit)/Surplus:</b>	<b>1,001</b>
<b>Other Recognised Gains/(Losses)</b>	<b>20,497</b>
<b>Net Movement in Funds</b>	<b>21,498</b>

Asset position at year end	£
Fixed assets	105,104
Investments	
Net current assets	25,823
Long-term liabilities	
<b>*Total A</b>	<b>130,927</b>

Reserves at year end	£
Endowment funds	
Restricted funds	123,179
Unrestricted funds	7,748
<b>*Total B</b>	<b>130,927</b>

\* Total A and Total B must be the same and should be taken from your balance sheet

## 9. Statutory funding

For the financial year above, what % of your income was from statutory sources?  
c.10%

## 10. Material changes

Describe any material changes to the organisation's activities, structure or financial position since the date of the most recent accounts:



## 11. Previous applications to the Trust

Have you applied to the Trust before? If so, please give details:

Month/Year: 2002	Ref: 2825	Grant received: £27,000	OR application rejected? No
Month/Year:	Ref:	Grant received:	OR application rejected?
Month/Year:	Ref:	Grant received:	OR application rejected?

## 12. Previous funding received

Funding received by your organisation from the following sources during the last **THREE** years:  
**(i)** City of London (other than the City Bridge Trust) **(ii)** London boroughs **(iii)** London Councils (formerly ALG)  
**(iv)** Health authorities **(v)** Central government departments **(vi)** Other statutory bodies (e.g. Housing Corporation, Arts Council) - List source, years and annual amounts:

	Year: 2010	Year: 2011	Year: 2012
(i)			
(ii) London Borough of Camden	42,778	41,708	42,498
(iii)			
(iv)			
(v)			
(vi) Heritage Lottery Fund Stage 1 Grant		64,000	51,200

## 13. Previous grants received

Grants received by your organisation from charitable trusts and foundations (other than the City Bridge Trust) during the last **TWO** years. List source, years and annual amounts:

	Year: 2011	Year: 2012
John Lyon's Charity	20,181	4,902
Bloomberg	15,117	3,700
Emmanuel Vincent Harris	4,570	5,430
Media Box	9,999	
Help a London Child	1,950	
Arts Council	1,000	

## 14. What steps is your organisation taking to reduce its carbon footprint?

We currently recycle wherever possible and the capital project will attempt where possible, taking into account our status as a listed building, to reach Building Regulations standards in energy efficiency through:

- double glazing.
- energy-efficient light fittings.
- the introduction of a low nitrous oxide boiler and Intelligent Heating which provide heating or cooling throughout the building, generating immediate energy savings and contributing Camden Council's carbon footprint reduction targets.
- renewable energy technologies by incorporating photovoltaic technologies.
- use of low water consumption fittings and rainwater systems for the toilets, washing-up and wash hand basins.
- we will explore in advance the use of traditional and/or local products, and materials with low embodied energy. We shall re-use recycled materials wherever possible, for example the new flooring will use reconditioned oak boards. We will aim to exceed the 10% target for recycled materials.



## 15. Purpose

Complete this section whatever the amount of grant requested. **In addition**, if the request is for £25,000 or more in total, a fuller proposal should be sent with this form. Also, if your application is for all or part of new or existing post(s), please enclose a copy of the relevant job description(s) including the salary level.

**In order to provide the right information, please refer to guidance note 15 before completing this section.**

We want to offer disabled access to the first floor of Lauderdale House. We currently have over 2,029 disabled visitors annually from a footfall of 65,000. Yet 18% of our outreach participants have a disability. We want to increase the number of disabled visitors, allow them to use the whole house and engage with all activities.

The Heritage Lottery Fund have confirmed an award of £800,000 and London Borough of Camden have given £335,000 towards the build.

Lauderdale House has appointed the architects Haines Philips who are experienced in working on listed buildings; a project management team, Burofour. Lauderdale House has retained a team of committed and skilled staff members who will oversee this project and who are familiar in maintaining, managing, and running a heritage asset.

The HLF grant has allowed us to rethink the way the House functions. Our disabled users and staff have long been frustrated by the lack of lift access to the first floor. We need to create an environment that can be truly accessible to all. We also want to offer better amenities to disabled visitors. A second entrance with an atrium area will enable us to run three events in the House simultaneously and a larger Learning Centre will accommodate 30 users. Visitor surveys undertaken in 2008 and 2011 also highlighted the changes that people felt would make visits more pleasurable.

To oversee this aspect of the build, a Disability Steering Group was formed consisting of Councillor Roger Robinson, ex-director Artsline and Camden Disability Scrutiny Panel; Michelle Brennan, Access Officer, Camden Council; Alan Kerr, director of Artsline and a wheelchair user; and Charlotte Moulton-Thomas, a deaf user. This Group set a brief, incorporating the Disability Access Audit 2003, which has been updated (2012) to conform to the 2009 regulations. The Group worked closely with the architect on design, accessibility and evacuation issues.

Objective 1. To provide lift access to the first floor. Output: We know that 2,029 disabled people use the Lower Gallery for events. Outcomes: Lift access to the first floor will extend the disabled visitor's experiences and access to the offices will create administration and work opportunities to disabled volunteers for the first time.

Objective 2. To resite the disabled toilet facilities so that disabled users will have toilets located alongside other users. Outcome: This will create inclusivity and include disabled users as part of the community.

Objective 3. To create a separate entrance and Learning Centre and Atrium area. Output: We will be able to run three events at one time ensuring financial viability and a better Learning Centre with disabled facilities allowing more educational usage for disabled users. Outcome: All users will have a better visitor experience, greater access to learning, more participation and leisure and recreational opportunities.

Objective 4. To provide high quality signage to improve way-finding for all users. Output : all visitors navigating through the House easily. Outcome: More confident users.

Objective 5. To provide refuges for lift users, install new accessible alarm and evacuation systems. Output: all disabled users will know that their safety needs are taken care of. Outcome: All users will feel confident about leaving the House safely in an emergency situation.

Input from the disability steering group has enabled us to prioritise accessibility in a coherent architectural plan. The measures above will transform the experience of disabled users, staff and volunteers.



**16. Explain how you will monitor and evaluate both your own outcomes and those of the programme under which you are applying.**

Yearly meetings of the Disability Group.

We will continue to keep daily attendance records.

We will conduct an in-depth visitor survey on alternate years.

All performances have a monitoring form collecting information on price, number in the audience, age ranges, sex, ethnicity and disabilities.

The classes for adults and children have registers and statistics are kept.

We will keep part of the House open to the public during the new build and we will monitor visitor numbers, people's responses to the transformation.

After the build we will have feedback forms at the reception areas, on the Website, on the touch screens and on Facebook.

This information is logged into the database and we are able to analysis the flow of users, their requirements and responses to the building.

**17. Beneficiaries**

In line with our anti-fraud policies, we may, in exceptional circumstances, require you to provide contact details of your beneficiaries (see Guidance Notes).

How many people will benefit from the grant per year?

**65,000**

What age group will benefit? All

In which local authority is your organisation based?

**Camden**

Which borough(s) of Greater London will benefit from this grant?  
(if more than one, please give % for each)

**Barnet, Haringey, Camden, Islington, Enfield**

At what address will the activity be located?

**Camden**

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

	%		%
White - British		Black - Caribbean	
White - Irish		Black - African	
White - Other (please describe)		Black - Other (please describe)	
Asian - Indian		Black - British	
Asian - Pakistani		Chinese	
Asian - Bangladeshi			
Asian - Other (please describe)		Other (please describe)	
Open to everyone			<b>100</b>

What proportion of the beneficiaries will be disabled people?

**10%**



## 18. Funding required for the project

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

(List main expenditure headings and amounts)

Expenditure heading	Year 1 £	Year 2 £	Year 3 £	Total £
Capital Building costs	1,165,418			1,165,418
Activity and other costs	165,076			165,076
Cost of programme and 'lost' income through closure	270,000			270,000
Contingency	219,708			219,708
<b>TOTAL</b>	<b>1,820,202</b>			<b>1,820,202</b>

What income has already been raised? (List amounts and main sources)

Source	Year 1 £	Year 2 £	Year 3 £	Total £
Camden Council	335,000			335,000
Biffa Award	48,000			48,000
Heritage Lottery Fund	800,000			800,000
Individual Giving (£15,000) and Aurelius Foundation (£2,000)	17,000			17,000
<b>TOTAL</b>	<b>1,200,000</b>			<b>1,200,000</b>

What other funders are currently considering the proposal?

Funder	£
Wolfson Foundation	50,000
Garfield Weston Foundation	50,000
Pilgrim Trust	50,000
Clore Duffield, Manoukian, Clothworkers, Foyle Foundation	550,000
<b>TOTAL</b>	<b>700,000</b>

## 19. Funding requested from the Trust

How much is requested from the Trust? (List main expenditure headings and amounts)

Expenditure heading	Year 1 £	Year 2 £	Year 3 £	Total £
Disability access:				
new enlarged door openings to provide level access	4,600			4,600
three new disbaled WC's and enlarged door opening	7,475			7,475
new disabled lift and forming enclosure	40,250			40,250
corridor widening and new ramp	8,625			8,625
new ambulant disabled staircase	17,250			17,250
external ramp from terrace to gardens	8,050			8,050
3 induction loops	5,175			5,175
visual indicators for fire alarm	4,025			4,025
automatic hold open devise on fire doors	2,300			2,300
signage to meet RNIB design guidance	575			575
DDA compliant toilet outside café	2,300			2,300
<b>TOTAL</b>	<b>100,625</b>			<b>100,625</b>



## 20. Funding requested from the Trust (continued)

When will the funding be required?

01/07/2013

Is the activity to continue beyond the period for which funding is requested?

If so, how will it be resourced?

**With a new build we are anticipating that there will be a 10 year maintenance plan and any repairs will be planned into the maintenance budget.**

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

**All architectural plans, quantity surveyors' costings, planning permissions and listed building consent were granted August 2012. Additional documents are available for scrutiny: Options Appraisal, Conservation Statement and Management Plan and Feasibility Study and a Business Plan.**

**The updated Disability Audit, May 2012, guided by our Disability Steering Group, responded directly to the architect's plans.**

### Declaration on behalf of applicant organisation

I, KATHERINE IVES (your name)

am an authorised representative of

LAUDERDALE HOUSE SOCIETY (your organisation)

within which I am DIRECTOR (your position)

**To the best of my knowledge, all the information that I have provided in this application form is correct. I fully understand that the City Bridge Trust has zero tolerance towards fraud and will seek to prosecute and recover funds in every instance.**

Signature [Signature] Date 15 APRIL '13

### How your information will be used by the Trust

City Bridge Trust (which is administered as part of the Bridge House Estates by the City of London Corporation) processes personal data in compliance with the Data Protection Act 1998. The Trust obtains and uses information, including personal data, as part of the process of assessing grant applications and monitoring the use of grants. The information you provide on the application form may be made public as part of the assessment of this application. In addition, the Trust may share this information with third parties, including other funders, its external consultants and external auditors, police and regulatory bodies for the purpose of determining, preventing or detecting crime; or ensuring that no organisation is receiving duplicate funding; or the validation of contracts; or where this is otherwise required by law.

**By signing and submitting your application form you give your explicit consent for us to use data relating to your application as set out above.**

Our contact details for enquiries about how we process your information are:

The City Bridge Trust, City of London, PO Box 270, Guildhall, London EC2P 2EJ. Telephone: 020 7332 3710

### Concerns over fraud and corruption

Should you, at any time, have concerns of fraud and corruption within your organisation relating to the grant, then please raise your concerns with us using our Whistle Blowing facilities. You may use our Audit team's 24 hour answer phone number, 020 7332 3663, to report the details or email [raiseyourconcern@cityoflondon.gov.uk](mailto:raiseyourconcern@cityoflondon.gov.uk)

**Return the completed form to: The City Bridge Trust**

City of London  
PO Box 270  
Guildhall  
London EC2P 2EJ

This page is intentionally left blank



**MEETING: 30/10/2013**

**Ref: 11688**

## **ASSESSMENT CATEGORY - Accessible Sports**

**British Wheelchair Sports Foundation**

**Adv: J Grieve Combes**

**Amount requested: £81,232**

**Base: Outside London**

**Benefit: Several NE London**

**Amount recommended: £71,000**

**Purpose of grant request:** Three year revenue funding for a Project Officer to help deliver London 2012 legacy project to increase participation of disabled children and adults in sport.

### **Background**

British Wheelchair Sports Foundation (aka 'Wheelpower') is the national charity for wheelchair sport in the UK. The organisation was founded by Sir Ludwig Guttmann, a German spinal injuries doctor, who created the Stoke Mandeville Games - an event that was the forerunner for the Paralympic Games that were first held in Rome in 1960. Today 'Wheelpower' provides impressive sporting facilities at Stoke Mandeville Stadium - recognised as the spiritual birthplace of the Paralympics - primarily for disability sport but open for use by all of the local community; runs events to encourage involvement in disability sport including the Inter Spinal Unit Games and sporting camps for disabled children; and provides sports wheelchairs for a range of different sports through its 'wheel appeal'.

'Wheelpower' played a big role in the 2012 Paralympic games including by hosting the Paralympic Flame Lighting Ceremony. The success of the games has continued to have a huge impact on its work and has led to a 50% increase in disabled people visiting Stoke Mandeville Stadium. The International Paralympic Committee has announced that Stoke Mandeville will be involved in all future Paralympic Games Torch Relays.

### **Funding History**

None

### **Current Application**

Building on the 2012 Paralympic legacy, Wheelpower is working with partners including London Legacy Development Corporation and several East London boroughs to deliver 'Motivate East' (formerly 'Together East'), a three year programme of work to increase participation in sport by disabled people in the 2012 'host boroughs'. Motivate East includes multi-sports events for both adults and children; a disability sports equipment loan scheme; and courses to help local sports coaches ensure that sporting activity is inclusive. Substantial funding has been secured from Sport England and the London Legacy Development Corporation.



With this application Wheelpower is requesting funding for a Project Officer to manage the sports equipment loan scheme.

The need for sporting equipment loans emerged following consultation in the Host Boroughs. Funding for the actual equipment – such as throw-down sport markings, sports wheelchairs, swimming aids, adaptive bikes and goal ball equipment - is fully secured but a Project Officer is needed to manage the loan scheme. The Project Officer will work with schools, clubs, day care centres, youth groups and housing estates to ensure they have the equipment they need. S/he will create and manage a tracking system for equipment, coordinate transport across the Boroughs, and organise storage and maintenance. In addition, the Officer will provide some support for the multi-sports events.

### **Financial Observations**

Audited accounts for the year ended 31 March 2013 show turnover of £1,635,615 and a surplus of £204,517 (12.5% of turnover), comprising a surplus on unrestricted funds of £241,598 partially offset by a restricted fund deficit of £37,081.

The reserves policy states that the organisation aims to hold free unrestricted reserves at a minimum level of 3 months' running costs calculated by the charity as approximately £147,000. At 31 March 2013 free unrestricted reserves were ahead of this target at £380,969 equating to 7.8 months' worth of running costs.

The budget for the current year 2013/14 shows a deficit of £277,395, comprising a deficit on restricted funds of £322,797 partially offset by a surplus of £35,827 on unrestricted funds. Turnover is expected to be £1,054,886, of which £627,343 (69%) had been confirmed as at 20 September 2013.

### **Officer's Appraisal**

The importance of this work to Wheelpower meant that they decided to recruit the Project Officer, prior to a City Bridge Trust funding decision being made, having successfully secured a small pot of funding from Arsenal Foundation which offsets some of the costs already accrued. The sum requested from the Trust has been adjusted accordingly and is reflected in the recommendation. (As the copy of accounts for 2012/13 received were unsigned it is advised that any grant be conditional upon receipt of a signed copy.)

### **Recommendation**

**£71,000 over three years (£16,000; £27,000; £28,000) towards the salary of a full time Project Officer and associated costs to run an equipment loan scheme and support multi-sport events as part of the Motivate East Paralympic legacy programme. The grant is subject to receipt of signed 2012/13 accounts.**





# The City Bridge Trust

Charity Registration Number: 1035628

## Working with Londoners: Application for a grant

Please read the guidance notes before completing this form

Reference:  
(office use only)

11688

Date Received:

05/03/2013

Programme  
Area:

01

### 1. About your organisation

Name of organisation applying for grant: <b>The British Wheelchair Sports Foundation</b>	
If the organisation is part of a larger organisation, what is its name?	
Address for correspondence: <b>Stoke Mandeville Stadium Guttmann Road, Stoke Mandeville Buckinghamshire</b>	
Postcode: <b>HP21 9PP</b> Is this your home address? <b>No</b>	
Contact person: <b>Mr Chris Large</b>	Position: <b>Trust Fundraiser</b>
Phone: <b>01296 395995</b>	Fax:
E-mail: <b>chris.large@wheelpower.org.uk</b>	
Website: <b>http://www.wheelpower.org.uk</b>	
Legal status of organisation: <b>Registered Charity</b>	
If registered, please give charity number: <b>265498</b>	
Date organisation established: <b>28/07/1948</b>	

### 2. Request for funds

Under which of the Trust's themes are you applying (see our website or brochure for further details)? <b>Accessible Sports</b>
Purpose for which funds are requested: (25 words maximum) <b>Three year revenue funding for a Project Officer to help deliver London 2012 legacy project to increase participation of disabled children and adults in sport.</b>
How much funding is requested? <b>Year 1: £26,282 Year 2: £26,885 Year 3: £28,065 Total: £81,232</b>



### 3. Aims of your organisation

Every year thousands of people become disabled due to an accident or illness. Many more are born with a disability which means that they have to use a wheelchair. Sport has the power to positively change the lives of men, women and children with disabilities. WheelPower, the national charity for wheelchair sport, gives disabled people in the UK a chance to lead active lives through sport. The organisation aims to increase participation in wheelchair sport through a range of events, such as the Inter Spinal Unit Games. WheelPower works in partnership with national governing bodies of sport to increase opportunities for wheelchair and other disability sport within their programmes. The charity provides world class facilities at Stoke Mandeville Stadium to support disability sport. Finally, WheelPower aims to maximise the legacy from the London 2012 Olympic and Paralympic Games to benefit disabled people.

### 4. Main activities of your organisation

The charity works in partnership with all relevant sports bodies to provide and develop opportunities within wheelchair sport. It runs programmes at grass roots level to introduce young and newly disabled people to sport. It provides facilities at Stoke Mandeville Stadium for disability sport in an inclusive environment. WheelPower removes a major barrier to sport by providing manual sports wheelchairs to disabled people under the Wheel Appeal scheme. To illustrate the scale of the work, every year 80 recently paralysed people from Spinal Units throughout the UK receive an introduction to sport at the Inter Spinal Unit Games. Approximately 180 children from eight London Boroughs benefit from our annual Time to Shine sports event. The charity also runs the National Junior Games and sporting camps for disabled children where in total 500 children benefit from top class coaching, facilities and support.

### 5. Number of staff

Full-time	Part-time	Management committee members	Active volunteers
9	2	12	250

### 6. How do you support your volunteers?

Through On-line training, volunteer inductions, invitation to events, thank you letters and CRB checks as required.

### 7. Property occupied by your organisation

Is the main property owned or leased/rented by your organisation?	If leased/rented, how long is the outstanding lease/rental agreement?
Leased	54 years



## 8. Finance

From your most recent audited or independently examined accounts, complete the following:

Financial year ended -

Month: March

Year: 2013

Income received from:	£
Voluntary income	842,630
Activities for generating funds	761,074
Investment income	3,362
Income from charitable activities	28,549
Other sources	0
<b>Total Income</b>	<b>1,635,615</b>

Expenditure:	£
Charitable activities	1,020,702
Governance costs	34,212
Cost of generating funds	376,184
Other	0
<b>Total Expenditure</b>	<b>1,431,098</b>
<b>Net (Deficit)/Surplus:</b>	<b>204,517</b>
<b>Other Recognised Gains/(Losses)</b>	<b>0</b>
<b>Net Movement in Funds</b>	<b>204,517</b>

Asset position at year end	£
Fixed assets	6,772,768
Investments	0
Net current assets	427,578
Long-term liabilities	0
<b>*Total A</b>	<b>7,200,346</b>

Reserves at year end	£
Endowment funds	20,000
Restricted funds	6,023,382
Unrestricted funds	1,156,964
<b>*Total B</b>	<b>7,200,346</b>

\* Total A and Total B must be the same and should be taken from your balance sheet

## 9. Statutory funding

For the financial year above, what % of your income was from statutory sources?

## 10. Material changes

Describe any material changes to the organisation's activities, structure or financial position since the date of the most recent accounts:



## 11. Previous applications to the Trust

Have you applied to the Trust before? If so, please give details:

Month/Year:	Ref:	Grant received:	OR application rejected?
Month/Year:	Ref:	Grant received:	OR application rejected?
Month/Year:	Ref:	Grant received:	OR application rejected?

## 12. Previous funding received

Funding received by your organisation from the following sources during the last **THREE** years:  
**(i)** City of London (other than the City Bridge Trust) **(ii)** London boroughs **(iii)** London Councils (formerly ALG)  
**(iv)** Health authorities **(v)** Central government departments **(vi)** Other statutory bodies (e.g. Housing Corporation, Arts Council) - List source, years and annual amounts:

	Year: 2010	Year: 2011	Year: 2012
(i)			
(ii) Host Boroughs		10,000	8,000
(iii)			
(iv)			
(v)			
(vi) Sport England	56,000	0	31,510
Arts Council	0	0	2,500
Aylesbury Vale District Council	22,000	32,000	0

## 13. Previous grants received

Grants received by your organisation from charitable trusts and foundations (other than the City Bridge Trust) during the last **TWO** years. List source, years and annual amounts:

	Year: 2011	Year: 2012
Bruce Wake Charity	20,000	15,000
E B M Charitable Trust	10,000	0
Boost Charitable Trust	5,000	5,000
H B Allen Charitable Trust	5,000	5,000
52 Grants of £5,000 or less	0	59,051
38 Grants of £5,000 or less	42,305	0

## 14. What steps is your organisation taking to reduce its carbon footprint?

One of our main responsibilities is to oversee the management of Stoke Mandeville Stadium and the Olympic Lodge Hotel which acts as accommodation for visiting athletes. These are large buildings and therefore we have installed a number of energy saving devices. This includes a new pool cover to reduce heat loss. We have also added increased insulation to the roof of the Lodge. We have a Energy Champion on site and encourage staff and service users to car share or use public transport if possible. We also source local ingredients for our cafe, where possible.



## 15. Purpose

Complete this section whatever the amount of grant requested. **In addition**, if the request is for £25,000 or more in total, a fuller proposal should be sent with this form. Also, if your application is for all or part of new or existing post(s), please enclose a copy of the relevant job description(s) including the salary level.

**In order to provide the right information, please refer to guidance note 15 before completing this section.**

The aim of the Project is to increase participation in sport by children and adults with disabilities. This Project is led by the London Legacy Development Corporation and WheelPower is the delivery organisation. The Project will operate in Hackney, Tower Hamlets, Waltham Forest, Greenwich and Newham. The are four key objectives to the Project, which runs from March 2013 to March 2016 are:

- To deliver two multi sports events per year for children and young people with disabilities. These events will in total benefit 400 children per year.
- To deliver one multi sport event per year for disabled adults. This is a one day event with an attendance figure of 150 adults per year.
- To provide hundreds of pieces of disability sport equipment which will be loaned to a variety of organisations such as sports clubs, schools, hospitals and disability sports clubs.
- Deliver courses to improve the skills of coaches and signpost all event participants to regular sporting activity within their local community.

WheelPower is seeking funding to support the costs of the Project Officer post which will cost £81,232 over three years.

All other funding to support the Project has already been secured through a variety of sources including Sport England, Host Boroughs, and the London Legacy Development Corporation.

Research indicates that three out of four disabled Londoners are inactive and this is more than double in comparison to non-disabled Londoners. The majority of disabled Londoners said that they did not view activity as a viable lifestyle choice. Disabled people have been consulted when planning the Project through 16 local and national organisations including Leonard Cheshire Disability, British Blind Sport and grassroots sports clubs.

The work will be delivered through events, provision of equipment, and skills development. The events will be held in Summer and Autumn each year. The first event is on 7th September 2013 and will be held at the Copper Box in the Queen Elizabeth Olympic Park. This will be a one day event attended by 250 disabled children. This annual event will enable children to experience a wide range of disability sports including wheelchair basketball, goalball and boccia. The first annual event for 150 disabled adults will be held in East London in Summer 2013.

We will also provide disability sports equipment for use by a variety of clubs and groups. Consultation identified that there is a lack of equipment for disabled people to use. Funding has been secured to purchase equipment including sports wheelchairs, bespoke throw down sport markings, swimming aids, and adaptive bikes. The Project Officer will be tasked with accounting for each piece of equipment and making sure that it gets to the right group at the right time. Monitoring will enable us to report back on how many people have used the equipment within each Borough. Disabled people we consulted with felt that lack of access to the right equipment was a specific barrier to participation.

The Together East Project fits the Trust's priority area of Accessible Sports within the Working with Londoners Programme and it specifically meets the outcome of increasing the number of disabled Londoners actively involved in sports. As a leader in disability sport and with an excellent track record in increasing participation, WheelPower is the right organisation to deliver the Together East Project.



**16. Explain how you will monitor and evaluate both your own outcomes and those of the programme under which you are applying.**

Monitoring and evaluation will be carried out by Katie Young, Development Manager of the Project. Katie will work with the Project Officer to collate user data on age, gender, disability, ethnicity, location and the type of activity undertaken. We will also seek comments and suggestions from all children and adults who attend events. These will be used to inform our ongoing work and planning in years two and three. In addition we will work with all partners to ensure that any feedback they have is collated and reviewed. If we are successful in gaining a grant from the City Bridge Trust we will ensure that we can provide all monitoring data provided.

**17. Beneficiaries**

In line with our anti-fraud policies, we may, in exceptional circumstances, require you to provide contact details of your beneficiaries (see Guidance Notes).

How many people will benefit from the grant per year?

**400**

What age group will benefit? **Adult, All children & young people**

In which local authority is your organisation based?

**Outside London**

Which borough(s) of Greater London will benefit from this grant?

(if more than one, please give % for each)

**Tower Hamlets (20%), Newham (20%), Hackney (20%), Greenwich (20%) and Waltham Forest (20%).**

At what address will the activity be located?

**The Project will operate within the Host Boroughs of the London 2012 Olympics and Paralympics. It will also utilise the Queen Elizabeth Olympic Park.**

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

	%		%
White - British	<b>30</b>	Black - Caribbean	<b>10</b>
White - Irish	<b>1</b>	Black - African	<b>10</b>
White - Other (please describe)		Black - Other (please describe)	
		Mixed - White & Caribbean/African	<b>10</b>
Asian - Indian	<b>10</b>	Black - British	<b>10</b>
Asian - Pakistani	<b>7</b>	Chinese	<b>1</b>
Asian - Bangladeshi	<b>10</b>		
Asian - Other (please describe)		Other (please describe)	
Mixed - White & Asian	<b>1</b>		
Open to everyone			

What proportion of the beneficiaries will be disabled people?

**100%**



## 18. Funding required for the project

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

(List main expenditure headings and amounts)

Expenditure heading	Year 1 £	Year 2 £	Year 3 £	Total £
Events	67,500	66,500	66,500	200,500
Sports Equipment	79,960	47,256	40,483	167,699
Legacy Ambassadors	74,667	74,667	74,667	224,001
Skills Training and Coaching	29,865	29,865	29,865	89,595
Development Manager (Full-Time Employee based at University of East London)	39,711	41,686	43,176	124,572
Project Officer (Full-Time Employee based at University of East London - specific funding request for this post by City Bridge Trust)	26,282	26,885	28,065	81,232
Local Activators	26,000	26,000	26,000	78,000
Contract Management and Legacy Ambassadors Co-ordination	30,000	20,000	20,000	70,000
Project Management	11,675	10,800	12,463	34,938
<b>TOTAL</b>	<b>385,660</b>	<b>343,659</b>	<b>341,218</b>	<b>1,070,536</b>

What income has already been raised? (List amounts and main sources)

Source	Year 1 £	Year 2 £	Year 3 £	Total £
London Legacy Development Corporation	80,000	75,000	65,000	220,000
Host Boroughs	15,000	15,000	15,000	45,000
Lee Valley Regional Park Authority	4,000	4,000	4,000	12,000
<b>TOTAL</b>	<b>99,000</b>	<b>94,000</b>	<b>84,000</b>	<b>277,000</b>

What other funders are currently considering the proposal?

Funder	£
None at present	
<b>TOTAL</b>	

## 19. Funding requested from the Trust

How much is requested from the Trust? (List main expenditure headings and amounts)

Expenditure heading	Year 1 £	Year 2 £	Year 3 £	Total £
Salary	18,000	19,080	20,000	57,080
NIC	1,422	1,571	1,698	4,691
Pension	1,620	1,717	1,800	5,137
Phone purchase	80	0	0	80
Phone bill	480	509	533	1,522
Computer	500	0	0	500
IT support	240	254	267	761
Stationery	200	0	0	200
Office costs	240	254	267	761
Office space rental	3,000	3,000	3,000	9,000
Travel	500	500	500	1,500
<b>TOTAL</b>	<b>26,282</b>	<b>26,885</b>	<b>28,065</b>	<b>81,232</b>



## 20. Funding requested from the Trust (continued)

When will the funding be required?

**01/08/2013**

Is the activity to continue beyond the period for which funding is requested?

If so, how will it be resourced?

**We would seek further continuation funding from Sport England, Trusts and Corporate sources. Our work to develop the skills of coaches within the existing clubs means that there is a legacy created by the work. The Project could be replicated in other London boroughs after the three year period has elapsed.**

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

**Not applicable - no planning permission required.**

## 21. Referee

Please provide us with the contact details of a current or recent funder of your organisation who is willing to act as a referee.

### Referee

**Name:** Mrs Tizzy Bowman

**Organisation:** Carillion Plc

**Address:**

Carillion Building  
White Lion Court  
Swan Street  
Isleworth  
Middlesex  
TW7 6RN

**Tel:** 07891 568684

**E-mail:** tizzy.j.bowman@carillionplc.com



## Declaration on behalf of applicant organisation

I, PAUL RUSHTON (your name)

am an authorised representative of

THE BRITISH WHEELCHAIR SPORTS FOUNDATION (your organisation)

within which I am HEAD OF FUNDRAISING (your position)

**To the best of my knowledge, all the information that I have provided in this application form is correct. I fully understand that the City Bridge Trust has zero tolerance towards fraud and will seek to prosecute and recover funds in every instance.**

Signature  Date 6 MARCH 2013

### How your information will be used by the Trust

City Bridge Trust (which is administered as part of the Bridge House Estates by the City of London Corporation) processes personal data in compliance with the Data Protection Act 1998. The Trust obtains and uses information, including personal data, as part of the process of assessing grant applications and monitoring the use of grants. The information you provide on the application form may be made public as part of the assessment of this application. In addition, the Trust may share this information with third parties, including other funders, its external consultants and external auditors, police and regulatory bodies for the purpose of determining, preventing or detecting crime; or ensuring that no organisation is receiving duplicate funding; or the validation of contracts; or where this is otherwise required by law.

**By signing and submitting your application form you give your explicit consent for us to use data relating to your application as set out above.**

Our contact details for enquiries about how we process your information are:  
The City Bridge Trust, City of London, PO Box 270, Guildhall, London EC2P 2EJ. Telephone: 020 7332 3710

### Concerns over fraud and corruption

Should you, at any time, have concerns of fraud and corruption within your organisation relating to the grant, then please raise your concerns with us using our Whistle Blowing facilities. You may use our Audit team's 24 hour answer phone number, 020 7332 3663, to report the details or email [raiseyourconcern@cityoflondon.gov.uk](mailto:raiseyourconcern@cityoflondon.gov.uk)

## Return the completed form to: The City Bridge Trust

City of London  
PO Box 270  
Guildhall  
London EC2P 2EJ

### Please

- do not send this application by fax or e-mail – unless applying online, applications must be posted to the Trust
- do send the information in the checklist – if items are missing, your application will be returned to you
- do send only the information in the checklist – if further information is required, we will contact you
- do ensure you have signed and dated this form – we cannot accept forms which have not been signed and dated
- do use the correct postage – the completed form and additional materials are likely to exceed 100g in weight



This page is intentionally left blank

**MEETING: 30/10/2013**

**Ref: 11761**

## **ASSESSMENT CATEGORY - Bridging Communities**

**Trussell Trust**

**Adv: Jenny Field**

**Amount requested: £195,000**

**Base: Outside London**

**Benefit: London-wide**

**Amount recommended: £195,000**

**Purpose of grant request:** Continued expansion of the London foodbank network so that every London borough has at least one community foodbank. Ongoing development of foodbanks in London.

### **Background**

The Trussell Trust was established in 1997 originally to provide aid to street children in Bulgaria, something it continues to this day. It set up its first foodbank in response to a mother, in Salisbury, who contacted the charity to say that her children were going to bed hungry at night. Further investigation by the charity revealed that many others were going hungry because they were confronting a crisis and could not afford to buy food. It set up and ran its first foodbank in 2000 and the project won the Queen's Golden Jubilee Award for Voluntary Service in 2002. In 2004, it developed the Foodbank Network as a social franchise to enable local communities to establish foodbanks quickly and efficiently. In 2012-13, Foodbanks fed 346,992 people across the UK, including 126,889 children.

Foodbanks rely on the co-operation of volunteers, frontline care professionals, schools, faith groups, businesses and the general public to provide them with the resources needed to provide the service. They are open to all, irrespective of background, the only requirement being that the individual or family must have a food voucher issued through the frontline care professionals with whom the Foodbanks work. Food is donated by the general public and sorted by volunteers to make up food boxes. Each food box contains non-perishable food to provide at least ten nutritionally balanced meals, with other items such as feminine hygiene products, sweets for the children and even pet food. The intention is not to provide long-term support but to help an individual or family overcome an immediate crisis when there is not enough money to put food on the table. It can help avoid the question of "Do I pay the rent or eat?" or can prevent a person from stealing in order to eat.

### **Funding History**

In November 2010, you approved a grant of £60,000 over two years (2 x £30,000) towards the London expansion of food bank.



### **Current Application**

In March 2010, there were 9 foodbanks in London; in March 2012, there were 32. A further 6 have opened since then. There is now at least one foodbank in 29 of the 32 boroughs and some large or particularly deprived boroughs have up to four foodbanks. However, not all are evenly distributed across boroughs and foodbanks are still to be established in the boroughs of Ealing, Hounslow and Waltham Forest.

In order to underpin this rapid and continued expansion of the Foodbank Network, the Trussell Trust needs to secure funding for the existing post of London Development Officer and to create the new post of a London Network Manager. The latter post would lead the strategic development of the Foodbank Network in London; develop strategic relationships with stakeholders, including corporate supporters; be responsible for the accountability of local Foodbanks, including financial accountability; ensure consistent quality assurance amongst them; and to develop a marketing and fundraising strategy for the Foodbank Network in London.

### **Financial Observations**

Audited accounts for the year ended 31 March 2013 show total income of £1,884,086 and an operating surplus of £306,146 (16.2% of turnover), comprising £253,308 on unrestricted funds and £52,838 on restricted funds. Gains on investment assets of £7,283 were also achieved, resulting in a net movement in funds of £313,429.

The reserves policy states that they aim to hold in free unrestricted reserves equivalent to two months' operating costs. At 31 March 2013 free unrestricted reserves stood at £147,478 equating to 1.6 months' worth of forecast operating costs in the current year 2013/14.

The budget for the current year 2013/14 shows total income of £2,826,622, of which £1,079,459 (38%) had been confirmed as at 31 July 2013. After projected expenditure of £1,129,620 a surplus of £508,999 is forecast, comprising £127,000 on restricted funds and £441,999 on unrestricted activity, which should increase unrestricted free reserves to £589,477, equivalent to 5.8 months' worth of operating costs.

### **Officer's Appraisal**

The Foodbank Network has been a phenomenal success across the UK, as well as in London. In the current economic climate and against a backdrop of welfare reform and increased food and energy costs, sadly, the need for the services of the Foodbank Network are likely to increase rather than diminish.

You are asked to continue to support the development of the Foodbank Network for a further three years. Three years is the maximum period that you will usually fund a project or activity. However, your policies



allow you to fund up to a total of five years, work that is of strategic importance to London which this work arguably is. Usually this would take the form of a grant over three years, followed by a further but final two years' funding. In this instance, a grant of two years has already been awarded and, given the strategic significance of this work, it is recommended that you continue support for a further three years making five years in total.

This application meets the priorities of your *Bridging Communities* programme by bringing people together from across different communities as volunteers and to build community cohesion. It also squarely meets your new priority to reduce poverty in London, including work tackling food poverty.

### **Recommendation**

**£195,000 over three years (3 x £65,000) towards the f/t salaries of a London Network Manager and a London Development Officer.**





# The City Bridge Trust

Charity Registration Number: 1035628

## Working with Londoners: Application for a grant

Please read the guidance notes before completing this form

Reference:  
(office use only)

11761

Date Received:

15.04.13

Programme  
Area:

2

### 1. About your organisation

Name of organisation applying for grant: <b>The Trussell Trust</b>	
If the organisation is part of a larger organisation, what is its name?	
Address for correspondence <b>Unit 9 , Ashfield Road Trading Estate, Ashfield Road, Salisbury, Wiltshire</b>	
Postcode: <b>SP2 7HL</b>	
Is this your home address? <b>No</b>	
Contact person: <b>Mr Chris Mould</b>	Position: <b>Executive Chairman</b>
Phone: <b>01722 580180</b>	Fax:
E-mail: <b>Chris.Mould@trusselltrust.org</b>	
Website: <b>www.trusselltrust.org</b>	
Legal status of organisation: <b>UK Registered Charity and Registered Limited Company</b>	
If registered, please give charity number: <b>1110522</b>	
Year and month organisation established: <b>March 1997</b>	

### 2. Request for funds

Under which of the Trust's themes are you applying (see our website or brochure for further details)? <b>Bridging communities</b>
Purpose for which funds are requested: (25 words maximum) <b>Continued expansion of the London foodbank network so that every London borough has at least one community foodbank. Ongoing development of foodbanks in London.</b>
How much funding is requested? <b>Year 1: £65,000 Year 2: £65,000 Year 3: £65,000</b> <b>Total: £195,000</b>



### 3. Aims of your organisation

The Trussell Trust works to empower local communities to combat poverty and exclusion in the UK and Bulgaria. We work with the people that society forgets, providing practical help through sustainable projects and enabling each person to realise that they are valued. Our vision is to build communities where people of all backgrounds feel included and have the opportunity to live in dignity, with hope for the future.

### 4. Main activities of your organisation

- 1) The Trussell Trust runs a growing network of foodbanks across the UK, and has launched 318 projects to date. Foodbanks are run by the community, for the community. They encourage everyone in the locality to work together to provide food and support to those who are in crisis and cannot afford to buy food. Foodbanks create volunteering opportunities. They help build stronger, safer communities. The Trussell Trust runs a social franchise (The Foodbank Network) that helps groups around the country who wish to establish a foodbank to do so quickly and efficiently. The Foodbank Network provides its members with vital support and encouragement and helps all members to benefit from their shared experience.
- 2) The Trussell Trust runs a range of social enterprises through which it is able to offer an extensive range of volunteering opportunities and raise funds. Volunteers come from all walks of life, including those with physical/mental/social disabilities who join our Supported Volunteer Programme.
- 3) The Trussell Trust has various projects working with some of the poorest and most marginalised people in Europe, living in Bulgaria.

### 5. Number of staff

Full-time	Part-time	Management committee members	Active volunteers
29	30	7	4000

### 6. How do you support your volunteers?

All volunteers are either under the care of our full-time Volunteer Manager, or an individual Foodbank Project Manager, or a Shop Manager. All staff members are encouraged to help our volunteers and thank them for their input.

### 7. Property occupied by your organisation

Is the main property owned or leased/rented by your organisation?	If leased/rented, how long is the outstanding lease/rental agreement?
Rented	4 years



## 8. Finance

From your most recent audited or independently examined accounts, complete the following:

Financial year ended -

Month: **March**

Year: **2013**

<b>Income received from:</b>	<b>£</b>
Voluntary income	1,014,074
Activities for generating funds	559,686
Investment income	4,141
Income from charitable activities	306,185
Other sources	0
<b>Total Income</b>	<b>1,884,086</b>

<b>Expenditure:</b>	<b>£</b>
Charitable activities	1,009,696
Governance costs	3,714
Cost of generating funds	564,530
Other	0
<b>Total Expenditure</b>	<b>1,577,940</b>
<b>(Deficit)/surplus for the year:</b>	<b>306,146</b>

Other gains & losses 7,283  
**Net 313,429**

<b>Asset position at year end</b>	<b>£</b>
Fixed assets	201,148
Investments	62,267
Net current assets	246,456
Long-term liabilities	25,203
<b>*Total A</b>	<b>484,668</b>

<b>Reserves at year end</b>	<b>£</b>
Endowment funds	
Restricted funds	136,042
Unrestricted funds	348,626
<b>*Total B</b>	<b>484,668</b>

\* Total A and Total B must be the same and should be taken from your balance sheet

## 9. Statutory funding

For the financial year above, what % of your income was from statutory sources?  
 0%

## 10. Material changes

Describe any material changes to the organisation's activities, structure or financial position since the date of the most recent accounts:

The National Foodbank Network Director, Mr Jeremy Ravn, has retired and his post has been filled by the Welsh Foodbank Network Manager, Mr Adrian Curtis. Mr A Adenegan, our London Development Officer, has left to pursue his own business interests and has been replaced by the ex-manager of one of our London foodbanks, Miss Christine Bamigbola.



## 11. Previous applications to the Trust

Have you applied to the Trust before? If so, please give details:



Month/Year: Jul / 2010 Ref: 10297 Grant received: £60,000 OR application rejected ☐

Month/Year: - / - Ref: Grant received: £ OR application rejected ☐

Month/Year: - / - Ref: Grant received: £ OR application rejected ☐

## 12. Previous funding received

Funding received by your organisation from the following sources during the last **THREE** years:  
**(i)** City of London (other than the City Bridge Trust) **(ii)** London boroughs **(iii)** London Councils (formerly ALG)  
**(iv)** Health authorities **(v)** Central government departments **(vi)** Other statutory bodies (e.g. Housing Corporation, Arts Council) - List source, years and annual amounts:

	Year: 2009	Year: 2010	Year: 2011
(i) City of London	0	0	0
(ii) London boroughs	0	0	0
(iii) London Councils	0	0	0
(iv) Health Authorities	0	0	0
(v) Central Government	0	0	0
(vi) Other Statutory bodies	0	0	0

## 13. Previous grants received

Grants received by your organisation from charitable trusts and foundations (other than the City Bridge Trust) during the last **TWO** years. List source, years and annual amounts:

	Year: 2010	Year: 2011
Pears Foundation	40,000	25,000
Henry Smith Charity	21,000	30,000
Beatrice Laing Foundation	5,000	5,000
Garfield Weston Foundation	10,000	-
Esmee Fairbairn	-	20,000
Souter Charitable Trust	5,000	5,000

## 14. What steps is your organisation taking to reduce its carbon footprint?

The Trussell Trust is encouraging all members of the Foodbank Network to take up the opportunity to run a textile recycling project alongside their foodbank. This will reduce the amount of usable clothing going to landfill it will also help to raise funds to support the foodbank.

We encourage recycling within our offices and foodbank centres. We run seven Charity Shops that sell donated goods, including furniture, that might otherwise have gone to landfill.

The foodbanks are able to absorb surplus food from the food industry in the form of e.g. over-ordered goods, end of run foods, experimental lines and incorrectly packaged goods. This prevents waste and reduces landfill.

We encourage use of public transport, where possible. We have recently installed a bike rack at Head Office.



## 15. Purpose

Complete this section whatever the amount of grant requested. **In addition**, if the request is for £25,000 or more in total, a fuller proposal should be sent with this form. Also, if your application is for all or part of new or existing post(s), please enclose a copy of the relevant job description(s) including the salary level.

**In order to provide the right information, please refer to guidance note 15 before completing this section.**

### NEED AND DELIVERY

The Foodbank Network was set up in 2004, to assist local communities to set up a foodbank, to help UK citizens going hungry in their own homes because they cannot afford to buy food. In 2010 we began a project focussing on London because it has the highest rates of income poverty in England (City Parochial Foundation and New Policy Institute Report 2009). Our objective is to establish a foodbank in every borough by the end of 2013 and increase the number of distribution centres per foodbank project. There has been strong growth both in the number of foodbanks and in the number of people helped, the results below are for April 1st to March 31st for each year:

Year	Foodbanks	Clients	Volunteers	VoucherDistributors	Schools	Churches
2009/10	9	408	-	75	-	-
2010/11	19	5,857	258	285	47	69
2011/12	32	14,642	534	660	79	176

The London Development Officer began work in Sept 2009 and is playing a crucial role in the growth of new foodbanks in London and in providing ongoing support to existing London foodbanks. We plan to build on this success by recruiting a London Network Manager who will connect with community strategies and engage with London based corporate partners.

### AIMS

- 1) To establish at least one foodbank in every London borough by end of 2013.
- 2) To feed and support 35-40,000 people in crisis each year of the project.
- 3) London Foodbanks will partner with over 1,200 voucher distributors by 2016.
- 4) London foodbanks will offer over 700 safe and supportive volunteering opportunities by the end of the project.

### TRACK RECORD

The Trussell Trust has experience of establishing over 318 foodbank projects across the UK in a wide range of settings. In FY 2012/13 they will feed over 315,000 in the UK. Foodbanks are given a comprehensive manual and training to help them establish quickly and run effectively. They are helped to follow proven mechanisms for: collection of food from the public and businesses; food storage; creation of food boxes containing non-perishable food to provide at least ten nutritionally balanced meals. Recruitment of volunteers; recruitment of frontline care professionals to become voucher distributors - identifying those in crisis and issuing them with a food box voucher. Raising support from local schools, churches and businesses. They also have an annual audit to inform their trustees of their progress, ensure compliance with statutory requirements and adherence to best practice. Foodbanks are offered a cloned website and a live data collection system. There is an online forum. Ongoing support is delivered from the Network Office and Development Officer.

### TRUST THEME

Working with Londoners 'Bridging Communities'. Foodbanks encourage help for the community, by the community. Volunteers and supporters come from a wide range of backgrounds. Voucher distributors are from very diverse organisations. Support comes from a whole range of organisations such as schools, churches and social groups. Foodbanks are a strong catalyst for community cohesion and bring people together across social divides.

### GOOD PRACTICE

Foodbanks rely on volunteers to deliver the project, under the supervision of a trained manager. They recognise that trained volunteers (especially those who have themselves been beneficiaries) give invaluable support to beneficiaries. Foodbanks value and support all those involved with them, irrespective of their background, race or beliefs.



## 16. Explain how you will monitor and evaluate both your own outcomes and those of the programme under which you are applying.

The Trussell Trust Foodbank Network has recently introduced an improved data monitoring system that enables all participating foodbanks to enter their records on a live database. This system records the number of people fed (adults and children) their reason for needing help, their age and ethnicity; the number of foodbank voucher distributors, the number of volunteers, number of schools and churches supporting foodbanks and the number of supermarket collections carried out. This data is collected by all foodbanks in the network, however, some still use paper records.

Regional Development Officers carry out regular visits to all foodbanks, checking beneficiary, staff and volunteer well-being. They conduct an annual audit to inform each projects trustees of the growth, development and compliance with statutory requirements and best practice.

Each Foodbank Manager monitors the impact of the project on clients, voucher distributors and volunteers. They will collect testimonies when possible, but clients are often in considerable distress and it would be inappropriate and insensitive to ask. At Head Office we are testing a simple system of mood monitoring for volunteers and if this is successful we will roll it out across the foodbank network.

## 17. Beneficiaries

How many people will benefit from the grant per year? **Over 35,000 will be fed and helped; 700+volunteers; 1000+ frontline care professionals.**

In which local authority is your organisation based?

**Head Office is in Salisbury, Wiltshire; London Office is in Lambeth.**

Which borough(s) of Greater London will benefit from this grant?

(if more than one, please give % for each)

**All boroughs will benefit either through support and maintenance of existing foodbanks or development of new ones.**

At what address will the activity be located? **Community centres and churches across London**

What age group will benefit? **All ages**

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

	%		%
White - British		Black - Caribbean	
White - Irish		Black - African	
White - Other (please describe) <b>white all origins</b>	<b>81</b>	Black - Other (please describe) <b>black all origins</b>	<b>9</b>
Asian - Indian		Black - British	
Asian - Pakistani		Chinese	
Asian - Bangladeshi			
Asian - Other (please describe) <b>asian all origins</b>	<b>3</b>	Other (please describe) <b>mixed</b>	<b>7</b>
Open to everyone			<b>100</b>

What proportion of the beneficiaries will be disabled people?

**5% of the volunteers are likely to be physically disabled or have learning disabilities**



## 18. Funding required for the project

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

(List main expenditure headings and amounts)

Expenditure heading	Year 1 £	Year 2 £	Year 3 £	Total £
London Network Manager- salary inc NIC	35,000	35,000	35,000	<b>105,000</b>
Development Officer - salary inc NIC	30,000	30,000	30,000	<b>90,000</b>
Office rent	2,400	2,400	2,400	<b>7,200</b>
Utilities	960	960	960	<b>2,880</b>
Travel: London Network Manager	4,000	4,000	4,000	<b>12,000</b>
Travel: London Development Officer	4,000	4,000	4,000	<b>12,000</b>
Core development and support costs	9,100	9,100	9,100	<b>27,300</b>
<b>TOTAL</b>	<b>85,460</b>	<b>85,460</b>	<b>85,460</b>	<b>256,380</b>

What income has already been raised?

(List amounts and main sources)

Source	Year 1 £	Year 2 £	Year 3 £	Total £
Esmee Fairbairn Foundation	1,700			
Beatrice Laing Trust	2,500			
<b>TOTAL</b>	<b>4,200</b>			

What other funders are currently considering the proposal?

We will shortly be approaching the following trust funds: Esmee Fairbairn Foundation, LQ Housing Charitable Foundation, City Parochial Foundation, Girdlers Company Charitable Trust, Fishmongers Charitable Trust, John Coldman Charitable Trust.

## 19. Funding requested from the Trust

How much is requested from the Trust? (List main expenditure headings and amounts)

Expenditure heading	Year 1 £	Year 2 £	Year 3 £	Total £
London Network Manager salary	35,000	35,000	35,000	<b>105,000</b>
London Development Officer salary	30,000	30,000	30,000	<b>90,000</b>
<b>TOTAL</b>	<b>65,000</b>	<b>65,000</b>	<b>65,000</b>	<b>195,000</b>



## 20. Funding requested from the Trust (continued)

When will the funding be required? **July 2013**

Is the activity to continue beyond the period for which funding is requested?

If so, how will it be resourced? **The London Team will continue to work beyond the funding period. Their focus will switch from promoting growth of foodbanks in particular boroughs to providing help, support and annual audits to the whole London Foodbank network. The costs will be partly met by contributions from the foodbanks and partly from fresh grant funding or Trussell Trust unrestricted funds.**

If any planning or other statutory consents are required for the project to proceed, what stage have the applications reached? **n/a**

### Declaration on behalf of applicant organisation

I, **Chris Mould** (your name)

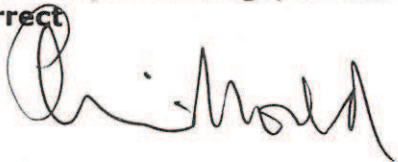
am an authorised representative of

**The Trussell Trust** (your organisation)

within which I am **Executive Chairman** (your position)

**To the best of my knowledge, all the information that I have provided in this application form is correct**

Signature



Date **11.4.2013**

**Return the completed form to: The City Bridge Trust**

City of London  
PO Box 270  
Guildhall  
London EC2P 2EJ

Please

- **do not send this application by fax or e-mail** – unless applying online, applications must be posted to the Trust
- **do send the information in the checklist** – if items are missing, your application will be returned to you
- **do send only the information in the checklist** – if further information is required, we will contact you
- **do ensure you have signed and dated this form** – we cannot accept forms which have not been signed and dated
- **do use the correct postage** – the completed form and additional materials are likely to exceed 100g in weight



This page is intentionally left blank

**MEETING: 30/10/2013**

**Ref: 11946**

## **ASSESSMENT CATEGORY - London's Environment**

**ShareAction (Fairshare Educational Foundation)**

**Adv: Karisia Gichuke**

**Amount requested: £117,311**

**Base: Southwark  
Benefit: London-wide**

**Amount recommended: £117,000**

**Purpose of grant request:** A 3-year programme of environmental education for London residents with a focus on environmental finance and the power of people's savings.

### **Background**

ShareAction, the working name of Fairshare Education Foundation, was founded in 2005 as FairPensions. The organisation has built a strong track record of highlighting business practices that are negligent or harmful to people or the environment, and catalysing action to change them. The organisation's approach is that a focus on profit must be balanced with social and environmental responsibility to achieve sustainable long-term returns, a healthy financial system and the well-being of the planet. Today, ShareAction is recognised in the UK as the leading NGO that monitors and engages with the investment industry.

ShareAction brings together leading charities, trade unions, faith groups and individual investors as members. Through research, dialogue with investment managers and regulators, awareness raising and educating the public, it aims to catalyse a shift at each level of the investment chain, so that Responsible Investment becomes the norm.

### **Funding History**

You have funded ShareAction twice previously – in 2008 with a two year grant of £71,550 towards the post of Director of Investor Engagement, working with the City's investment management community to reduce London's global footprint. A third and final year's funding was awarded to this project in 2010. In partnership with the City of London Corporation, your Trust also supported ShareAction's 2013 lecture by Al Gore, held in the Guildhall, on the role of finance and investment in preserving the environment.

### **Current Application**

The current application is for a three year programme of environmental education for London residents with a focus on environmental finance and people's savings. ShareAction proposes to build and support a network of environmentally committed Londoners to develop an understanding of the links between the environment and finance. There is increasing concern



over the damaging impact of some industrial practices and growing awareness of the potential for businesses not just to avoid damage, but promote better social and environmental conditions. As part of this growing awareness, the global financial services industry has developed a range of best practice tools and standards, for example the Equator Principles in Banking, ClimateWise in the insurance sector, and the Principles of Responsible Investment for asset managers and pension funds. However, these standards of good practice are often not put into place. ShareAction's experience is that major investors will move to adopt national and international best practice on environmental issues when they get a supportive message from retail clients and fund members who have a direct stake through their savings.

Over three years, people recruited into the network will acquire the knowledge and skills to ensure that the financial institutions to which they have links adopt and enact stronger environmental policies, for example on resource scarcity, biodiversity and climate change. ShareAction will train 75 Londoners (25 each year) in the technical know-how and engagement skills to reach key decision-makers in their financial institutions to make the case for adoption and implementation of better environmental standards. As well as building this network, ShareAction will hold two public lectures a year for London's public, the media and the investment industry on how ordinary people, as clients of financial institutions, can promote high environmental standards.

### **Financial Observations**

Audited accounts for the year ended 31 January 2013 show total income of £371,390 a surplus of £8,350 (2.2% of turnover), comprising a surplus on unrestricted funds of £40,255 and a deficit of £31,905 on restricted activity. The Charity's reserves policy is to hold three months operating costs, which based on current year expenditure equates to £133,978. At 31 January 2013 free unrestricted reserves stood at £214,660, equating to 4.8 months' worth of current year budgeted expenditure.

The budget for the current year 2013/14 shows total income of £554,350, of which £479,350 (86%) has been secured at the time of writing. After expenditure of £535,912, an overall surplus of £18,438 is projected. This comprises £15,000 on restricted funds and £3,438 on unrestricted activity. This would see free unrestricted reserves decrease to £211,222, equating to 4.7 months' worth of total expenditure and £77,244 ahead of the reserves policy to hold 3 months' worth at £133,978.

### **Officer's Appraisal**

This project will enable Londoners to understand the link between finance and the environment and will equip them to engage constructively with financial services providers on environmental issues, encouraging them to adopt industry best practice. This will further consolidate the City of

London's reputation as a world leader in international finance and business services. ShareAction is well placed for this work. The organisation has a constructive approach with large investors and their stakeholders, and strong investment industry networks.

### **Recommendation**

**£117,000 over three years (£38,000; £39,000; £40,000) towards the salary and costs of a three year programme of environmental education for London's residents.**





# The City Bridge Trust

Charity Registration Number: 1035628

## Working with Londoners: Application for a grant

Please read the guidance notes before completing this form

Reference:  
(office use only)

11946

Date Received:

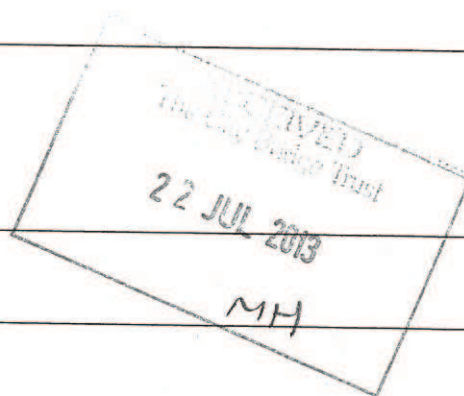
04/07/2013

Programme  
Area:

04

### 1. About your organisation

Name of organisation applying for grant: <b>ShareAction</b>	
If the organisation is part of a larger organisation, what is its name?	
Address for correspondence: <b>Unit 3G, Trowbray House 108 Weston Street London</b>	
Postcode: <b>SE1 3QB</b> Is this your home address? <b>No</b>	
Contact person: <b>Ms Catherine Howarth</b>	Position: <b>CEO</b>
Phone: <b>02074037827</b>	Fax:
E-mail: <b>catherine.howarth@shareaction.org</b>	
Website: <b>http://www.shareaction.org</b>	
Legal status of organisation: <b>Registered Charity</b>	
If registered, please give charity number: <b>1117244</b>	
Date organisation established: <b>10/04/2005</b>	



### 2. Request for funds

Under which of the Trust's themes are you applying (see our website or brochure for further details)? <b>London's Environment</b>
Purpose for which funds are requested: (25 words maximum) <b>We propose a 3-year program of environmental education for London residents with a focus on environmental finance and the power of people's savings.</b>
How much funding is requested? <b>Year 1: £37,953 Year 2: £39,094 Year 3: £40,264 Total: £117,311</b>



### 3. Aims of your organisation

ShareAction is a groundbreaking charity that promotes Responsible Investment (RI) by pension funds and other investors. Bringing together leading civil society organisations and individual investors, our aim is to catalyse a shift at each level of the investment chain, so that Responsible Investment becomes the norm.

ShareAction believes strongly in connecting ordinary people with the management of their money and in encouraging transparency by institutional investors in their dealings with pension savers and retail clients. In today's climate of financial instability, environmental concern and public questioning of business ethics, our focus on the impact and transparency of decision-making could not be timelier.

ShareAction has twice been highly commended in the prestigious Charity Awards: in 2010 for our work to focus the attention of institutional investors on the environmental and financial risks of oil sands projects in Alberta, Canada and in 2012 for our work to promote good employment practices in the domestic supply chains of FTSE 100 companies.

### 4. Main activities of your organisation

We employ various strategies to make an impact, including research to bring transparency to the investment practices of the largest fund managers and pension funds; single-issue projects to promote responsible practices by investee companies; awareness-building about responsible investment with parliamentarians and regulators, and with the public about the power of their ISAs and pensions.

Al Gore's powerful lecture for ShareAction in March 2013, held in Guildhall and supported by the City Bridge Trust and the Corporation of London, on the crucial role of finance and investment in preserving our environment and natural 'capital', showed how we successfully bridge the gap between interest groups.

An important stream of work at ShareAction is education (our legal name is Fairshare Educational Foundation). Using social media, meetings and training sessions we are reaching more and more people with a passion to make a difference in their communities and society. We explain the power of shareholders to prompt companies to adopt high environmental, social and governance standards. Our thousands of individual supporters are a vital and much valued resource.

### 5. Number of staff

Full-time	Part-time	Management committee members	Active volunteers
8	1	8	2

### 6. How do you support your volunteers?

We provide two paid internships, which last six months. We structure the internships to ensure people learn a wide range of skills relevant to a small charity like ours. Many of our interns have gone on to good jobs in the social investment sector.

### 7. Property occupied by your organisation

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



## 8. Finance

From your most recent audited or independently examined accounts, complete the following:

Financial year ended - **31** Month: **January**

Year: **2013**

Income received from:	£
Voluntary income	262,476
Activities for generating funds	0
Investment income	2,798
Income from charitable activities	104,597
Other sources	1,519
<b>Total Income</b>	<b>371,390</b>

Expenditure:	£
Charitable activities	317,504
Governance costs	18,967
Cost of generating funds	26,569
Other	0
<b>Total Expenditure</b>	<b>363,040</b>
<b>Net (Deficit)/Surplus:</b>	<b>8,530</b>
<b>Other Recognised Gains/(Losses)</b>	<b>0</b>
<b>Net Movement in Funds</b>	<b>8,530</b>

Asset position at year end	£
Fixed assets	1,375
Investments	0
Net current assets	214,660
Long-term liabilities	0
<b>*Total A</b>	<b>216,035</b>

Reserves at year end	£
Endowment funds	216,035
Restricted funds	0
Unrestricted funds	0
<b>*Total B</b>	<b>216,035</b>

\* Total A and Total B must be the same and should be taken from your balance sheet

## 9. Statutory funding

For the financial year above, what % of your income was from statutory sources?  
**0%**

## 10. Material changes

Describe any material changes to the organisation's activities, structure or financial position since the date of the most recent accounts:

**None**



## 11. Previous applications to the Trust

Have you applied to the Trust before? If so, please give details:

Month/Year: 06/10	Ref: 9924	Grant received: £37,750	OR application rejected?	No
Month/Year: 03/08	Ref: 8663	Grant received: £71,550	OR application rejected?	No
Month/Year:	Ref:	Grant received:	OR application rejected?	

## 12. Previous funding received

Funding received by your organisation from the following sources during the last **THREE** years:  
**(i)** City of London (other than the City Bridge Trust) **(ii)** London boroughs **(iii)** London Councils (formerly ALG)  
**(iv)** Health authorities **(v)** Central government departments **(vi)** Other statutory bodies (e.g. Housing Corporation, Arts Council) - List source, years and annual amounts:

	Year: 2010	Year: 2011	Year: 2012
(i) None of nos. i - vi			
(ii)			
(iii)			
(iv)			
(v)			
(vi)			

## 13. Previous grants received

Grants received by your organisation from charitable trusts and foundations (other than the City Bridge Trust) during the last **TWO** years. List source, years and annual amounts:

	Year: 2011	Year: 2012
Sigrid Rausing Trust	60,000	60,000
Nuffield Foundation	53,983	35,440
Lankelly Chase Foundation	0	30,000
Barrow Cadbury	0	24,000
Joseph Rowntree CT	30,000	22,500
Summary of grants from other trusts	89,583	71,000

## 14. What steps is your organisation taking to reduce its carbon footprint?

We have an environmental policy that is rigorously applied and is available on request. It is approved by the board's governance committee and revised on a bi-annual basis.

None of the staff drives to work - they either cycle, walk or use public transport. Whenever possible flights are avoided, for example when staff travel on business to continental Europe, which happens three or four times a year.



## 15. Purpose

Complete this section whatever the amount of grant requested. **In addition**, if the request is for £25,000 or more in total, a fuller proposal should be sent with this form. Also, if your application is for all or part of new or existing post(s), please enclose a copy of the relevant job description(s) including the salary level.

We will build and support a network of environmentally committed Londoners who develop an understanding of the links between the environment and finance. This project will adopt a distinctive but highly relevant approach to your theme of supporting Londoners' environmental education.

Over 3 years, people recruited into the network will acquire knowledge and skills to ensure that financial institutions to which they are linked take steps to enact stronger environmental policies e.g. on resource scarcity, biodiversity and climate change.

The global financial services industry has developed a range of best practice tools and standards e.g. The Equator Principles in banking, ClimateWise in the insurance sector, and Principles for Responsible Investment for asset managers and pension funds. These standards will inform the educational programme devised for the project.

The project will see us train 75 Londoners (approximately 25 each year) to become 'Green Light Advocates', taking a lead with their own pension funds, banks, insurance companies, etc. They will acquire the technical understanding and engagement skills to reach decision-makers in those institutions and make the case for adoption of stretching environmental standards.

A project advisory group will include environmental educators, investment managers, investment consultants with expertise in environmental finance, and London-based environmental NGOs.

In 2012 we launched a successful training programme for Workplace Responsible Investment Champions. This new project's environmental education programme will be adapted from that tried and tested model.

We will recruit the 75 Green Light advocates through civil society organisations across London, particularly environmental charities and local community groups. ShareAction already has strong links into such groups, not least through its membership of South London Citizens. The advocates will each attend a 2-day training programme in their first year (an initial full day followed by 2 half days). We will then provide follow-up support to all the advocates, one to one where necessary, as they begin using the learning acquired.

We will also hold two public lectures on environmental finance each year, making these event open not only to our advocates but also to a wider London public, the media and investment industry (100 people attending each). These events, backed up by downloadable materials on our website, will increase public awareness in London of how the financial services industry engages with environmental challenges and how ordinary people, as beneficiaries and clients of financial institutions, can promote high environmental standards.

A dedicated ShareAction educational officer will run this project, managed by our Director of Engagement, and supported by other team members, particularly our Outreach Officer.

Powerful investors can play a hugely positive role in advancing environmental standards and a low carbon future. Our experience suggests that major investors will move to adopt national and international best practice on environmental issues when they get a supportive message from retail clients and fund members who have a direct stake in the system through their savings - hence this project.

ShareAction is well placed for this work. Our constructive approach with large investors and their stakeholders, and our investment industry networks, are our greatest assets. Empowering savers themselves has long been a priority. Our web tools have allowed thousands of pension savers to communicate with their fund's decision makers.

Objectives:

75 Green Light Advocates will be given education that deepens their understanding of the links between finance and the environment, and empowers them to act on that learning.

600 people will attend lectures on environmental finance over the 3 years.

The project will contribute to much stronger public awareness in London of the many links between environment and finance.



**16. Explain how you will monitor and evaluate both your own outcomes and those of the programme under which you are applying.**

We will provide six monthly progress reports to highlight positive and negative factors, and to help with refinement of the educational programme as we move forward.

We will collect data including: feedback on training courses; number of meetings with financial services providers achieved by advocates; numbers of providers who commit to a more rigorous environmental policy; who adopt such a policy; and who implement such a policy; attendance figures and feedback from public lectures; download figures for on-line materials; media coverage.

The above data should allow us to make judgements on all stages of the project -- from how well-received the training courses are, through how this translates into advocates' ability to make their case to financial institutions, and the effectiveness of these interventions.

We believe this approach to monitoring will cover both our own outcomes and those of City Bridge Trust.

**17. Beneficiaries**

In line with our anti-fraud policies, we may, in exceptional circumstances, require you to provide contact details of your beneficiaries (see Guidance Notes).

How many people will benefit from the grant per year? <b>225</b>			
What age group will benefit? <b>Adult</b>			
In which local authority is your organisation based? <b>Southwark</b>			
Which borough(s) of Greater London will benefit from this grant? (if more than one, please give % for each)			
<b>Applicants for training will be welcome from all London boroughs. We will work to attract a diverse mix of individuals onto the programme.</b>			
At what address will the activity be located? <b>Various London venues, mostly central, accessible wherever possible - we will welcome disabled beneficiaries but cannot estimate a percentage as requested in the next box.</b>			
What will the ethnic grouping(s) of the beneficiaries be?			
	<b>%</b>		<b>%</b>
White - British		Black - Caribbean	
White - Irish		Black - African	
White - Other (please describe)		Black - Other (please describe)	
Asian - Indian		Black - British	
Asian - Pakistani		Chinese	
Asian - Bangladeshi			
Asian - Other (please describe)		Other (please describe)	
Note: we cannot forecast this, but will collect data from the trainees.			
			<b>Open to everyone 100</b>
What proportion of the beneficiaries will be disabled people? <b>0%</b>			



## 18. Funding required for the project

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

(List main expenditure headings and amounts)

Expenditure heading	Year 1 £	Year 2 £	Year 3 £	Total £
Project officer salary	26,000	26,780	27,583	<b>80,363</b>
Employer Class1 NIC's	2,526	2,602	2,680	<b>7,809</b>
ShareAction Employer Pension 8%	2,080	2,142	2,207	<b>6,429</b>
Overheads (1/15 Running Costs) Average 15 employees	5,497	5,662	5,832	<b>16,991</b>
				<b>0</b>
Lecture venue hire (2 a year)	500	515	530	<b>1,545</b>
Lecture publicity and other expenses	150	155	159	<b>464</b>
				<b>0</b>
Training classroom hire costs	300	309	318	<b>927</b>
Training publicity and other expenses	150	155	159	<b>464</b>
				<b>0</b>
Design of downloadable materials	750	773	796	<b>2,319</b>
<b>TOTAL</b>	<b>37,953</b>	<b>39,094</b>	<b>40,264</b>	<b>117,311</b>

What income has already been raised? (List amounts and main sources)

Source	Year 1 £	Year 2 £	Year 3 £	Total £
We are asking City Bridge Trust if you would fund the whole project.				
<b>TOTAL</b>				

What other funders are currently considering the proposal?

Funder	£
No other funding requests have been made.	
<b>TOTAL</b>	

## 19. Funding requested from the Trust

How much is requested from the Trust? (List main expenditure headings and amounts)

Expenditure heading	Year 1 £	Year 2 £	Year 3 £	Total £
Project officer salary	26,000	26,780	27,583	<b>80,363</b>
Employer Class1 NIC's	2,526	2,602	2,680	<b>7,809</b>
ShareAction Employer Pension 8%	2,080	2,142	2,207	<b>6,429</b>
Overheads (1/15 Running Costs) Average 15 employees	5,497	5,662	5,832	<b>16,991</b>
Lecture venue hire costs (2 a year)	500	515	530	<b>1,545</b>
Lecture publicity and other expenses	150	155	159	<b>464</b>
Training classroom hire costs	300	309	318	<b>927</b>
Training publicity and other expenses	150	155	159	<b>464</b>
Design of downloadable materials	750	773	796	<b>2,319</b>
<b>TOTAL</b>	<b>37,953</b>	<b>39,094</b>	<b>40,264</b>	<b>117,311</b>

## 20. Funding requested from the Trust (continued)

When will the funding be required?

**01/11/2013**

Is the activity to continue beyond the period for which funding is requested?

If so, how will it be resourced?

**We would aim to continue the work beyond the period for which funding is requested. This would be resourced through grant-funding from other educational and environmental foundations.**

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

**N/A**

## 21. Referee

Please provide us with the contact details of a current or recent funder of your organisation who is willing to act as a referee.

### Referee

**Name:** Brian Whittaker

**Organisation:** Lankelly Chase Foundation

**Address:**

1 The Court  
High Street  
Harwell  
Oxfordshire OX11 0EY

**Tel:** 01235 820044

**E-mail:** brian@lankellychase.org.uk



## Declaration on behalf of applicant organisation

I, Catherine Howarth (your name)

am an authorised representative of  
Share Action (your organisation)

within which I am Chief Executive (your position)

**To the best of my knowledge, all the information that I have provided in this application form is correct. I fully understand that the City Bridge Trust has zero tolerance towards fraud and will seek to prosecute and recover funds in every instance.**

Signature Catherine Howarth Date 19/7/2013

### How your information will be used by the Trust

City Bridge Trust (which is administered as part of the Bridge House Estates by the City of London Corporation) processes personal data in compliance with the Data Protection Act 1998. The Trust obtains and uses information, including personal data, as part of the process of assessing grant applications and monitoring the use of grants. The information you provide on the application form may be made public as part of the assessment of this application. In addition, the Trust may share this information with third parties, including other funders, its external consultants and external auditors, police and regulatory bodies for the purpose of determining, preventing or detecting crime; or ensuring that no organisation is receiving duplicate funding; or the validation of contracts; or where this is otherwise required by law.

**By signing and submitting your application form you give your explicit consent for us to use data relating to your application as set out above.**

Our contact details for enquiries about how we process your information are:

The City Bridge Trust, City of London, PO Box 270, Guildhall, London EC2P 2EJ. Telephone: 020 7332 3710

### Concerns over fraud and corruption

Should you, at any time, have concerns of fraud and corruption within your organisation relating to the grant, then please raise your concerns with us using our Whistle Blowing facilities. You may use our Audit team's 24 hour answer phone number, 020 7332 3663, to report the details or email [raiseyourconcern@cityoflondon.gov.uk](mailto:raiseyourconcern@cityoflondon.gov.uk)

**Return the completed form to: The City Bridge Trust**  
City of London  
PO Box 270  
Guildhall  
London EC2P 2EJ

### Please

- **do not send this application by fax or e-mail** – unless applying online, applications must be posted to the Trust
- **do send the information in the checklist** – if items are missing, your application will be returned to you
- **do send only the information in the checklist** – if further information is required, we will contact you
- **do ensure you have signed and dated this form** – we cannot accept forms which have not been signed and dated
- **do use the correct postage** – the completed form and additional materials are likely to exceed 100g in weight



**MEETING: 30/10/2013**

**Ref: 11849**

## **ASSESSMENT CATEGORY - London's Environment**

**SETPOINT London East**

**Adv: J Grieve Combes**

**Amount requested: £50,700**

**Base: Tower Hamlets**

**Benefit: Tower Hamlets**

**Amount recommended: £40,000**

**Purpose of grant request:** Running environmental science workshops at the Soanes Centre and Tower Hamlets Cemetery Park Local Nature Reserve for East London school children.

### **Background**

Setpoint London East (Setpoint) is an educational charity that aims to inspire young people about Science, Technology, Engineering and Mathematics by providing both on-site and in house environmental and science workshops. The organisation is based at the Soanes Centre in Tower Hamlets Cemetery Park where it has classroom facilities. However, it is the 'outdoor classroom' that gives the Centre its most unique and inspiring resource. The Park includes 33 acres of woodland, grass and meadows as well as a pond and wetland habitat. It is the Borough's only woodland and an interesting local social archive.

### **Funding History**

You funded Setpoint's environmental education workshops in 2003, with a grant of £45,000 over three years and most recently in 2011 with a grant of £10,000 over one year. Both grants were satisfactorily reported on.

### **Current Application**

Setpoint seeks continuation funding to deliver environmental workshops to school children in Tower Hamlets and other London boroughs. In 2011/12 336 workshops were held for over 8000 children. Workshops are led by a qualified and enthusiastic education professional and each lasts approximately two hours. Topics include pond life, mini-beast safari, environmental explorers, wildflowers, seed dispersal, recycled paper making and cosy homes. Whilst indoor classroom facilities are available, almost all classes go out into the park – and many classes arrive early or stay late to enjoy a picnic lunch!

The organisation understands its audience well and feedback from teachers is overwhelmingly positive. Content is tailored to meet the needs of children at different stages of the National Curriculum, and workshop length and activities adapted for different age groups. The Centre is fully accessible and welcomes children with Special Educational Needs.

### **Financial Observations**

Independently examined accounts for the year ended 30 September 2012 show a deficit of £16,385 (38% of turnover), all on unrestricted funds.



73

The reserves policy states that the organisation aims to hold free unrestricted reserves equivalent to one year of operation (approximately £60,000). The organisation's trustees believe that this level is required in order to maintain service continuity particularly given their limited resources for fundraising. At 30 September 2012 free unrestricted reserves stood at £76,393, equivalent to 15 months expenditure. For the last three years the organisation has run a deficit budget in order to use reserves held in excess of its policy.

The latest forecast for the year ended 30 September 2013 shows a further deficit of £29,383, all on unrestricted funds. This is expected to reduce the free unrestricted reserves position to £47,010, equivalent to approximately 9 months' worth of total expenditure. The budget for 2013/14 shows a breakeven position on a turnover of £61,900. As at 9 September 2013 income confirmed amounted to £10,000 (16%), with £26,900 (44%) anticipated from fee charging in the remainder of the year. The remaining £25,000 (40%) relates to funding requested from the City Bridge Trust.

### **Officer's Appraisal**

Setpoint's environmental workshops are a valued local resource that allow inner city pupils, many of whom have no other access to outdoor space, to learn about and enjoy the natural environment. Historically Tower Hamlets local authority has rented the Soanes Centre to Setpoint free of charge, in return for free workshops for Tower Hamlets schools. This was not a sustainable model as there was no direct correlation between the free let benefit and the cost of provision. This was raised with the organisation when you awarded your grant in 2011. Subsequently the organisation has renegotiated its relationship with local schools with approval from the local authority. From September 2012 Tower Hamlets schools started to pay 45% of the cost charged to schools outside of Tower Hamlets. This will rise to 75% in the next 4 years which equates to 37.5% of actual workshop costs. Experience has shown that a higher fee prevents schools from booking and the organisation will continue to seek grant funding to cover the remaining costs.

Although the organisation's reserves are currently below its target level, this policy is in the opinion of your Officer a generous one. Therefore a grant recommendation of £20k over two years has been made. This is more in keeping with your previous grant award of £10,000 and reduces the risk of you becoming the organisation's largest funder should workshop fee targets not be met.

### **Recommendation**

**£40,000 over two years (2 x £20,000) towards the salary and running costs of environmental workshops for children at the Soanes Centre, conditional on the City Bridge Trust not being the organisation's single largest funder in any year.**





# The City Bridge Trust

Charity Registration Number: 1035628

## Working with Londoners: Application for a grant

Please read the guidance notes before completing this form

Reference:  
(office use only)

11849

Date Received:

24/05/13

Programme Area:

4

### 1. About your organisation

Name of organisation applying for grant: <b>Setpoint London East</b>	
If the organisation is part of a larger organisation, what is its name? <b>N/A</b>	
Address for correspondence <b>Soanes Centre Tower Hamlets Cemetery Park Southern Grove, London</b>	
Postcode: <b>E3 4PX</b> Is this your home address? <b>No</b>	
Contact person: <b>Ms Sigrid Werner</b>	Position: <b>Soanes Centre Manager</b>
Phone: <b>020 8252 6644</b>	Fax: <b>020 8252 6655</b>
E-mail: <b>soanes.centre@btopenworld.com</b>	
Website: <b>www.setpointle.org</b>	
Legal status of organisation: <b>Registered Charity</b>	
If registered, please give charity number: <b>1073086</b>	
Year and month organisation established: <b>Sept 97 Charity Reg: Dec 98</b>	

### 2. Request for funds

Under which of the Trust's themes are you applying (see our website or brochure for further details)? <b>London's environment</b>
Purpose for which funds are requested: (25 words maximum) <b>Running environmental science workshops at the Soanes Centre and Tower Hamlets Cemetery Park Local Nature Reserve for East London school children</b>
How much funding is requested? <b>Year 1: £25,000 Year 2: £25,700 Year 3: £</b> <b>Total: £50,700</b>



### 3. Aims of your organisation

To raise the level of interest and achievement for school-aged children in the subject areas of science, - including environmental education, engineering and technology.

### 4. Main activities of your organisation

Setpoint London East provides science, technology and environmental activities to school age children through in-house and external workshops.

The in-house workshops are provided mainly for the London boroughs of Tower Hamlets, Hackney and Newham, the external activities cover East London north and south of the Thames (10 boroughs).

In-house we provide environmental and science workshops using the 33-acre woodland Park (a local nature reserve) in which we are located.

We also work together with another charity, the Friends of Tower Hamlets Cemetery Park, which we host as guests in our centre, in making the park and centre more accessible to both the children and adults in the local community.

### 5. Number of staff

Full-time	Part-time	Management committee members	Active volunteers
1	2	7	1

### 6. How do you support your volunteers?

Our volunteer works in the office and is trained by us for that role, esp. working with computerised databases and accounting software

### 7. Property occupied by your organisation

Is the main property owned or leased/rented by your organisation?	If leased/rented, how long is the outstanding lease/rental agreement?
Leased	Rolling 3 Years

## 8. Finance

From your most recent audited or independently examined accounts, complete the following:

Financial year ended -

Month: **September**

Year: **2012**

<b>Income received from:</b>	<b>£</b>
Voluntary income	0
Activities for generating funds	0
Investment income	57
Income from charitable activities	43,345
Other sources	0
<b>Total Income</b>	<b>43,402</b>

<b>Expenditure:</b>	<b>£</b>
Charitable activities	58,227
Governance costs	1560
Cost of generating funds	0
Other	0
<b>Total Expenditure</b>	<b>59,787</b>
<b>(Deficit)/surplus for the year:</b>	<b>(16,385)</b>

<b>Asset position at year end</b>	<b>£</b>
Fixed assets	3723
Investments	0
Net current assets	76,393
Long-term liabilities	0
<b>*Total A</b>	<b>80,166</b>

<b>Reserves at year end</b>	<b>£</b>
Endowment funds	0
Restricted funds	
Unrestricted funds	80,166
<b>*Total B</b>	<b>80,166</b>

\* Total A and Total B must be the same and should be taken from your balance sheet

## 9. Statutory funding

For the financial year above, what % of your income was from statutory sources?  
none

## 10. Material changes

Describe any material changes to the organisation's activities, structure or financial position since the date of the most recent accounts:

- 1) With approval from the council, we started charging Tower Hamlets schools for workshops in September 2012 at the start of new school year. In 2012/3 they will pay 45% of the charge charged to school outside Tower Hamlets. This will rise to 75% within the next 4 years, which will then work out at 37.5% of actual cost of a workshop.
- 2) We are currently running a deficit budget and are now down to one year of reserves.



## 11. Previous applications to the Trust

Have you applied to the Trust before? If so, please give details:					<input checked="" type="checkbox"/>
Month/Year: May	/ 2010	Ref: 10683	Grant received: ££10,000.	OR application rejected	<input type="checkbox"/>
Month/Year: Mar	/ 2004	Ref: 4592	Grant received: ££45,000	OR application rejected	<input type="checkbox"/>
Month/Year: Jun	/ 1997	Ref: G98-75DL	Grant received: ££34,400.	OR application rejected	<input type="checkbox"/>

## 12. Previous funding received

Funding received by your organisation from the following sources during the last **THREE** years:  
**(i)** City of London (other than the City Bridge Trust) **(ii)** London boroughs **(iii)** London Councils (formerly ALG)  
**(iv)** Health authorities **(v)** Central government departments **(vi)** Other statutory bodies (e.g. Housing Corporation, Arts Council) - List source, years and annual amounts:

	Year: 2010	Year: 2011	Year: 2012
(i)			
(ii)			
(iii)			
(iv)			
(v) STEMNET	£36,303.00	0	0
(vi)			

## 13. Previous grants received

Grants received by your organisation from charitable trusts and foundations (other than the City Bridge Trust) during the last **TWO** years. List source, years and annual amounts:

	Year: 2011	Year: 2012
Ernest Cook Educational Trust	£10,000.00	0

## 14. What steps is your organisation taking to reduce its carbon footprint?

We run a wormery and have a compost heap and recycle all the materials that can go into the recycling collection of Tower Hamlets Council and teach all the children who have lunch here to separate their rubbish accordingly. We also collect all sheets of paper that are only used on one side in our office (of non-confidential contents) and use the free side for internal communications and to produce the workshop sheets that the classes require. We collect padded and extra large envelopes and use them again. In the last 12 years this has meant we did not need to buy any of those. We have an environmental purchase policy and buy recycled products such as paper and printer cartridges wherever financially possible. We are re-using flow off from our roof to top up our ponds. We are monitoring our water and gas and electricity use and work on reducing our consumption wherever possible (i.e by installing a more sophisticated timer for our heating boiler) Our building has a green roof that helps to insulate the building, slows run off and the vegetation helps to absorb pollution and provides a dry habitat not found elsewhere in the park. We are currently looking into replacing as many of our light-fittings with LED lights as we can afford.



## 15. Purpose

Complete this section whatever the amount of grant requested. **In addition**, if the request is for £25,000 or more in total, a fuller proposal should be sent with this form. Also, if your application is for all or part of new or existing post(s), please enclose a copy of the relevant job description(s) including the salary level.

**In order to provide the right information, please refer to guidance note 15 before completing this section.**

The purpose of the workshops are to raise the standards of achievement in and knowledge of science for inner city pupils who are disadvantaged because they hardly have any access to the natural environment in their everyday life. Additionally the majority of the children are also disadvantaged through poverty. (79% in Tower Hamlets are in low income families)

The environmental and science workshops have been run by Setpoint London East at the Soanes Centre since the school year 1997/1998. Since then we have seen a continuous rise in demand, so that we have been completely booked out for most of the year. (The exceptions were the first week in September and January respectively) and had a long waiting list especially in the summer term. Demand has dropped since we have started charging Tower Hamlets school last September. With only the last 2 weeks of July still available for bookings it is currently down 16.5% to the workshops taught last school year. (I enclose statistics for 2001/2 to 2011/2012 which show an increase in pupils taught from 5581 to 8654).

We want to give every pupil the opportunity to achieve a high level of success in their science education regardless of their background.

Our park with its woodlands, wetland and meadows is unique in Tower Hamlets and surrounding boroughs. All the workshops we deliver are hands-on, giving the pupils access and knowledge about the local environment, science and its application in everyday life (i.e. recycling) and the importance of the natural environment for the survival of our planet. Through our work, primary school pupils learn about the mechanisms of nature and learn to act accordingly in how they treat the natural environment, both at home and outside the home.

As the park is still under used by the local community, especially from the 33% Bengali population, it also gives the pupils knowledge of a local amenity (the Park), which will give them the opportunity to come back and enjoy it with the whole family.

The workshops will be delivered by qualified workshop leaders using the resources of our classroom equipped with interactive whiteboard, our two wildlife ponds and a 33-acre nature reserve (Tower Hamlets Cemetery Park). The resources have been developed during over a decade of delivering environmental and science workshops. We are an organisation who focuses specifically on science education, not only through our workshops here in the Park, but also through workshop delivery in schools.

We also show by example how to save resources by using the blank side of previously used paper for our worksheets and asking pupils to recycle their lunch food packaging and dispose of the food leftovers in our wormery and on our compost heap.

We are located in the middle of Tower Hamlets with good transport links from all parts of the borough and also the surrounding boroughs. We are situated in the only woodland within easy access of all schools in Tower Hamlets and several other boroughs.

For the teachers we raise awareness of the unique environmental features of the park and provide them with access to resources and expertise not available in their own schools.

As a result we have secondary school children coming back up to 10 years after they have been here as primary pupils and offering to volunteer, and teachers that were working at one time in Tower Hamlets bringing back their new classes from as far away as Walthamstow and Ilford.

Our objectives are:

To reach 50% of Tower Hamlets primary schools each school year.

To reach 7000+ pupils per school year



**16. Explain how you will monitor and evaluate both your own outcomes and those of the programme under which you are applying.**

We use a database to log each workshop. We also log the number of children of each class that comes. A report is prepared at the end of each school year, detailing and analysing these figures. (a copy of the last report prepared - school year 2011-2012- is included in the additional information provided) Also, each teacher is given a feedback questionnaire to fill in about the quality of the workshop attended. Again, these are evaluated during the year for possible immediate action and a fuller evaluation is carried out at the end of the school year to identify trends and initiate any changes needed. The analysis of the feedback questionnaires is also put in to the above mentioned report.

**17. Beneficiaries**

How many people will benefit from the grant per year? **approx. 7000+**

In which local authority is your organisation based?

**Tower Hamlets**

Which borough(s) of Greater London will benefit from this grant?

(if more than one, please give % for each)

**Tower Hamlets 84.8%, Newham 9.2%, Hackney 3.6%, Havering 1.5%  
other London boroughs 0.9%**

At what address will the activity be located? **Soanes Centre and Tower Hamlets Cemetery Park Local Nature Reserve**

What age group will benefit? **3-19year olds (majority 5-11years)**

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

	%		%
White - British		Black - Caribbean	
White - Irish		Black - African	
White - Other (please describe) <b>ALL</b>	<b>30</b>	Black - Other (please describe) <b>ALL</b>	<b>7</b>
Asian - Indian	<b>1</b>	Black - British	
Asian - Pakistani	<b>1</b>	Chinese	<b>3</b>
Asian - Bangladeshi	<b>58</b>		
Asian - Other (please describe)		Other (please describe)	
Open to everyone			

What proportion of the beneficiaries will be disabled people?  
**2-5%**



## 18. Funding required for the project

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

(List main expenditure headings and amounts)

Expenditure heading	Year 1 £	Year 2 £	Year 3 £	Total £
Salaries and Fees ( incl NI costs etc)	38,400	39,900		
Workshop materials (microscopes/ orrery)	2800	3000		
Workshop consumables	300	350		
Part of centre running costs 80%	11,900	12,600		
Publicity (programme booklets)	2000	2350		
Rent ( in kind)	16,000	16,000		
<b>TOTAL</b>	<b>71,400</b>	<b>74,200</b>		

What income has already been raised?

(List amounts and main sources)

Source	Year 1 £	Year 2 £	Year 3 £	Total £
Charges for workshops+rent out(expected)	19,000	21,000		
Contribution centre running cost, FoTHCP	1,400	1,500		
Grant from Mercers ( applied for)	10,000	10,000		
Rent free building (in kind)- TH Council	16,000	16,000		
<b>TOTAL</b>	<b>46,400</b>	<b>48,500</b>		

What other funders are currently considering the proposal?

**We have applied for £10,000 towards the total cost of project from the Mercers Company. It is always hard to find funders for ongoing programmes, especially if they are for school children during school time**

## 19. Funding requested from the Trust

How much is requested from the Trust? (List main expenditure headings and amounts)

Expenditure heading	Year 1 £	Year 2 £	Year 3 £	Total £
Salaries and Fees ( incl NI costs etc)	20,000	20,530		
Workshop materials	200	210		
Workshop consumables	200	210		
Part of centre running costs	4,100	4,200		
publicity (programme booklets)	500	550		
<b>TOTAL</b>	<b>25,000</b>	<b>25,700</b>		



## 20. Funding requested from the Trust (continued)

When will the funding be required? **from 1 October 2013**

Is the activity to continue beyond the period for which funding is requested?

If so, how will it be resourced? **from workshop charges charged and grant funding from other funders**

If any planning or other statutory consents are required for the project to proceed, what stage have the applications reached? **non required**

### Declaration on behalf of applicant organisation

I, **Sigrid Werner** (your name)

am an authorised representative of

**Setpoint London East** (your organisation)

within which I am **Soanes Centre Manager** (your position)

**To the best of my knowledge, all the information that I have provided in this application form is correct**

Signature



Date **20<sup>th</sup> May 2013**

**Return the completed form to: The City Bridge Trust**

City of London

PO Box 270

Guildhall

London EC2P 2EJ

Please

- **do not send this application by fax or e-mail** – unless applying online, applications must be posted to the Trust
- **do send the information in the checklist** – if items are missing, your application will be returned to you
- **do send only the information in the checklist** – if further information is required, we will contact you
- **do ensure you have signed and dated this form** – we cannot accept forms which have not been signed and dated
- **do use the correct postage** – the completed form and additional materials are likely to exceed 100g in weight



**MEETING: 30/10/2013**

**Ref: 11921**

## **ASSESSMENT CATEGORY - Positive Transitions to Independent Living**

**Choice in Hackney**

**Adv: Karisia Gichuke**

**Amount requested: £71,835**

**Base: Hackney**

**Benefit: Hackney**

**Amount recommended: £71,800**

**Purpose of grant request:** Disabled-led information, support planning and brokerage service to help people accessing personal budgets and direct payments for the first time.

### **Background**

CHOICE in HACKNEY (CHOICE) was set up 22 years ago. It is a voluntary organisation providing advocacy, volunteering, training and employment and other independent living services to disabled people in London. CHOICE supports disabled people from all communities to obtain the services they need to live independently. The organisation is run by disabled people and its mission is to empower disabled people to have independence, control, choice, flexibility and a voice over how they run their lives.

### **Funding History**


CHOICE was funded in 2001 with a three year grant of £95,000 to provide advocacy support to Hackney residents over 16 with physical, sensory, mental health and learning disabilities. Monitoring reports received were satisfactory.

### **Current Application**

In most cases today, anyone who wants to access social care services will be assessed by their local authority, who will decide what support they should receive. Personalisation enables service users to choose what services they receive, entailing that services are tailored to the needs of each individual rather than delivered in a one-size-fits-all fashion. The aim is to give people real choice and control over the support they receive, as opposed to others deciding for them. People can choose to be involved in planning and organising their own support, or they can choose for others to do it for them. London Borough of Hackney lags behind in meeting government targets on personalisation (70%+), with the lowest proportion of people in receipt of direct payments in London (31% at Sept 2011).

The proposal by CHOICE is for a two year volunteer project which aims to support first time users of personal budgets in Hackney. 15-20 volunteers a year will be trained first in advocacy which will enable them to provide





information and signpost on personalisation. Those who are able to commit to at least six months of volunteer activity afterwards will be offered nationally recognised accredited training in brokerage. The volunteers will deliver one to one sessions on personalisation and offer an independent supportive brokerage service to Hackney residents.

A key aim of the project will be recruiting a high proportion of disabled people onto the training programme as volunteers so that they can provide peer support and act as role models. This is an approach CHOICE has relied on through its 21-year experience, with good results.

### **Financial Observations**

Audited accounts for the year ended 31 March 2012 show a deficit of £7,999 (5.9% of turnover), comprising £6,176 on unrestricted funds and £1,823 on restricted funds. The charity's reserves policy is to hold between three and nine months' expenditure, which equates to approximately £44,622 – £133,866 based on current year budgeted expenditure. At 31 March 2012 free unrestricted reserves stood at £51,204, equating to 3.4 months' worth of current year budgeted expenditure.

Draft accounts for the year ended 31 March 2013 show a surplus of £11,437 (8% of turnover) comprising a surplus on unrestricted funds of £15,737 partially offset by a restricted fund deficit of £4,300. The budget for the current year 2013/14 shows total income of £170,765, all of which is confirmed. After projected expenditure of £178,490, a deficit of £7,725 (4.5% of turnover) is anticipated, comprising a deficit of £33,961 on unrestricted funds and a surplus of £26,236 on restricted funds. This unrestricted fund deficit would reduce the free reserves position to £32,980, equivalent to 2.2 months' worth of current year expenditure, by 31 March 2014.

### **Officer's Appraisal**

This project will develop CHOICE's considerable experience of providing advocacy training through volunteers, to deliver the first independent brokerage service in Hackney. It will enable disabled people in the borough to live more independently, by identifying the changes they wish to make in their lives and the support and community that they require.

### **Recommendation**

**£71,800 over two years (£37,100; £34,700) towards the salary and costs of training and delivery of a volunteer and disabled-led information, support planning and brokerage service to help people accessing personal budgets and direct payments for the first time.**





# The City Bridge Trust

Charity Registration Number: 1035628

## Working with Londoners: Application for a grant

Please read the guidance notes before completing this form

Reference:  
(office use only)

11921

Date Received:

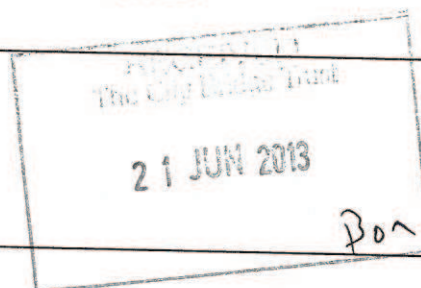
21 June 13

Programme  
Area:

6

### 1. About your organisation

Name of organisation applying for grant: <b>CHOICE in Hackney</b>	
If the organisation is part of a larger organisation, what is its name? <b>n/a</b>	
Address for correspondence <b>Defoe Block Ground Floor 50 Hoxton Street London</b>	
Postcode: <b>N1 6LP</b>	
Is this your home address? <b>No</b>	
Contact person: <b>Ms Caroline Nelson</b>	Position: <b>Director</b>
Phone: <b>020 7613 8130</b>	Fax: <b>020 7739 8599</b>
E-mail: <b>admin@choiceinhackney.org</b>	
Website: <b>www.choiceinhackney.org</b>	
Legal status of organisation: <b>registered charity</b>	
If registered, please give charity number: <b>1077287</b>	
Year and month organisation established: <b>January 1992</b>	



### 2. Request for funds

Under which of the Trust's themes are you applying (see our website or brochure for further details)? <b>Positive transitions to independent living</b>
Purpose for which funds are requested: (25 words maximum) <b>Disabled-led information, support planning and brokerage service to help people accessing personal budgets and direct payments for the first time</b>
How much funding is requested? <b>Year 1: £37,119 Year 2: £34,716 Year 3: £0</b> <b>Total: £71,835</b>



### 3. Aims of your organisation

CHOICE IN HACKNEY is an organisation run by disabled people, for disabled people, committed to empowering disabled people and working to the social model of disability. Most Trustees are disabled people. We are the only disability organisation in Hackney affiliated to Disability Rights UK. Our objective is to support disabled people from all communities in Hackney and surrounding Boroughs to obtain the services they need to live independently, with dignity, and to make choices about their lifestyles.

Following a feasibility study into a Centre for Independent Living, commissioned by Hackney's Disability Special Interest Group in 2011, the Trustees agreed to develop into a Centre for Independent Living. A bid supported by London Borough of Hackney (LBH) to the Office for Disability Issues for some management and business capacity to achieve this was successful in January 2013.

### 4. Main activities of your organisation

- Advocacy Project:

Is the support and encouragement given by a professional advocate to a disabled service user (SU), to enable the SU to obtain services needed to live an independent, dignified lifestyle in the community and make choices. Advocates assist SUs in obtaining services such as accessible housing, care packages, accessing health services etc.

- Advocacy Training & Employment Project:

This is 12-week classroom based training in advocacy principals and job search skills. It is followed by a 6-8 week work placement by trainees, which allows for practical experience, confidence building and motivation. Both are aimed at aiding better employment prospects. The project also educates and advises employers around best practice with regards to the employment of disabled people.

- Volunteering Project:

This provides one-to-one support to disabled people in the community from volunteers. Activities carried out include befriending and gardening. Also, disabled and non-disabled volunteers gain office skills whilst supporting CHOICE in its core functions.

### 5. Number of staff

Full-time	Part-time	Management committee members	Active volunteers
1	5	7	30

### 6. How do you support your volunteers?

The Volunteer Coordinator provides on-going support to volunteers delivering services. Office-based volunteers have regular supervision with their line manager. Volunteers have a 2day induction programme. 25% of our volunteers are disabled people.

### 7. Property occupied by your organisation

Is the main property owned or leased/rented by your organisation?	If leased/rented, how long is the outstanding lease/rental agreement?
Rented	Rent free arrangement



## 8. Finance

From your most recent audited or independently examined accounts, complete the following:

Financial year ended -

Month: **March**

Year: **2012**

<b>Income received from:</b>	<b>£</b>
Voluntary income	161
Activities for generating funds	0
Investment income	23
Income from charitable activities	134,449
Other sources	0
<b>Total Income</b>	<b>134,633</b>

<b>Expenditure:</b>	<b>£</b>
Charitable activities	115,647
Governance costs	14,987
Cost of generating funds	11,998
Other	0
<b>Total Expenditure</b>	<b>142,632</b>
<b>(Deficit)/surplus for the year:</b>	<b>(7,999)</b>

<b>Asset position at year end</b>	<b>£</b>
Fixed assets	0
Investments	0
Net current assets	55,504
Long-term liabilities	0
<b>*Total A</b>	<b>55,504</b>

<b>Reserves at year end</b>	<b>£</b>
Endowment funds	0
Restricted funds	4,300
Unrestricted funds	51,204
<b>*Total B</b>	<b>55,504</b>

\* Total A and Total B must be the same and should be taken from your balance sheet

## 9. Statutory funding

For the financial year above, what % of your income was from statutory sources?  
62%

## 10. Material changes

Describe any material changes to the organisation's activities, structure or financial position since the date of the most recent accounts:

Statutory grant income for community advocacy work has been replaced by a three year contract which started in November 2012. We are now a sub contractor to City & Hackney Mind which holds and manages the contract with Hackney Council.



## 11. Previous applications to the Trust

Have you applied to the Trust before? If so, please give details:

Month/Year: Jun	/ 2001	Ref: 1104	Grant received: £95,000	OR application rejected	<input checked="" type="checkbox"/>
Month/Year: -	/ -	Ref:	Grant received: £	OR application rejected	<input type="checkbox"/>
Month/Year: -	/ -	Ref:	Grant received: £	OR application rejected	<input type="checkbox"/>

## 12. Previous funding received

Funding received by your organisation from the following sources during the last **THREE** years:  
**(i)** City of London (other than the City Bridge Trust) **(ii)** London boroughs **(iii)** London Councils (formerly ALG)  
**(iv)** Health authorities **(v)** Central government departments **(vi)** Other statutory bodies (e.g. Housing Corporation, Arts Council) - List source, years and annual amounts:

	Year: 2010	Year: 2011	Year: 2012
(i) City of London	0	0	0
(ii) LB Hackney	39,507	39,507	24,262.14
(iii) London Councils	0	0	0
(iv) City&Hackney Community Health	43,059	44,468	44,468
(v) Department of Health	34,992	34,944	0
(vi) Homes for Islington	2,100	2,100	1,400

## 13. Previous grants received

Grants received by your organisation from charitable trusts and foundations (other than the City Bridge Trust) during the last **TWO** years. List source, years and annual amounts:

	Year: 2011	Year: 2012
Trust for London	20,000	0
State Street Foundation	0	14,500
Access to Volunteering	5,000	0
Henry Smith Charity	0	75,000
Garfield Weston Foundation	0	5,000
Lloyds TSB Foundation	0	15,000

## 14. What steps is your organisation taking to reduce its carbon footprint?

We encourage volunteers and staff to take public transport but acknowledge that for some disabled workers and volunteers with limited mobility or who are wheelchair users, this may not be possible.

Our aim is to become a paperless office. More tasks are now being carried out and stored electronically.

CHOICE is currently working to achieve Practical Quality Assurance System for Small Organisations (PQASSO) accreditation in 2013, and would welcome guidance on how it can include in this an environmental policy with the aim of reducing carbon emissions.



## 15. Purpose

Complete this section whatever the amount of grant requested. **In addition**, if the request is for £25,000 or more in total, a fuller proposal should be sent with this form. Also, if your application is for all or part of new or existing post(s), please enclose a copy of the relevant job description(s) including the salary level.

**In order to provide the right information, please refer to guidance note 15 before completing this section.**

Hackney has a low level - 31.1% as at September 2011 - of take up of personal budgets and direct payments compared to London as a whole. Research conducted by CHOICE in Hackney and Scope in May 2012 confirmed the interest of disabled people in self-directed support, but according to telephone research conducted afterwards by CHOICE, 90% said they did not feel confident about accessing a direct payment. Barriers include lack of awareness, lack of confidence, poor literacy and English as a second language.

About 1200 children are assessed as Special Educational Needs (SEN) in Hackney, and traditionally, about one in four received their education out of Borough, including Deaf young people, young people with autism, physical disabilities and visual impairments. Many of these young people will need to 'reconnect' with Hackney when they become eligible for personal budgets and move back home.

We intend to use a high proportion of disabled volunteers on the project, as national evidence is that peer support increases the confidence of people to have personal plans that meet their needs, and confidence to manage direct payments to maintain their independence.

Our project aims to achieve the following for service users:

- More people will take up direct payments for the first time as a result of using our service
- More people with personal budgets will be more confident in using assessment and brokerage to live independently
- Our service is viewed as high quality and empowering by service users
- People are aware of a wider range of services that they can access as part of their support planning

We are a disabled-led organisation with 21 years' experience of providing services for disabled people in Hackney. We currently offer community advocacy, befriending and volunteer services, and training for disabled people in Hackney.

The project will support the Trust's Positive transitions: to support independence and improvement of disabled people in transition. Specifically: Services for people with a newly acquired disability to help them maintain choice and control in their lives; Work assisting young disabled people with the transition to adulthood, such as managing the move from residential care to independent living or supporting disabled school leavers into employment, college or a community resource; Support for disabled people in managing independent living and 'personal budgets'.

As a disabled-led user organisation we involve disabled people in the management and running of all services. An important role of the Personalisation Coordinator will be to collect and monitor user engagement and outcomes. The project will also be evaluated by service users at its end. A high proportion of the volunteers who will be delivering this service will be disabled people, and they will be supported by high quality training (information) or accredited training (brokerage including support planning) to fulfil their roles. We will also reimburse travel costs. We see this project as a prompt to take steps to reduce our carbon footprint, and will ensure that we develop an environmental policy.

The job description for the new Personalisation Coordinator post is attached. Also a fuller description of the project. ✖

✖ on file



## 16. Explain how you will monitor and evaluate both your own outcomes and those of the programme under which you are applying.

As part of the project start up we will review the appropriateness of the outcomes star and other models to capture change for service users before and after their contact with us.

Data on service users will be captured on the case work system, but we will also ask for on going feedback, including a question on how the service they have received has made a difference.

We will undertake an end of project evaluation, which will be undertaken by the Coordinator, supported by an external consultant. This will involve a review and analysis of the statistical information, data on the system, and a summary of the ongoing evaluation, as well as two focus group workshops, and some one to one interviews. We will also ask for feedback from referrers and other stakeholders.

## 17. Beneficiaries

How many people will benefit from the grant per year? **50 disabled people year 1; 70 year 2 (120 in total)**

In which local authority is your organisation based?

**London Borough of Hackney**

Which borough(s) of Greater London will benefit from this grant?  
(if more than one, please give % for each)

**Beneficiaries: London Borough of Hackney 100%. Disabled volunteers: 80% Hackney, 20% City of London, Tower Hamlets, Islington**

At what address will the activity be located? **Defoe Block, Ground Floor, 50 Hoxton Street, London N1 6LP (LB Hackney)**

What age group will benefit? **16-64**

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

	%		%
White - British		Black - Caribbean	
White - Irish		Black - African	
White - Other (please describe)		Black - Other (please describe)	
Asian - Indian		Black - British	
Asian - Pakistani		Chinese	
Asian - Bangladeshi			
Asian - Other (please describe)		Other (please describe)	
Open to everyone			<b>100</b>

What proportion of the beneficiaries will be disabled people?  
**100%**



## 18. Funding required for the project

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

(List main expenditure headings and amounts)

Expenditure heading	Year 1 £	Year 2 £	Year 3 £	Total £
Recruitment costs	1,800	0	0	1,800
Office equipment, volunteers/coordinator	1,500	0	0	1,500
Programme publicity	1,800	900	0	2,700
Coordinator salary, NI and pension	9,869	10,166	0	20,035
Support costs, eg accounts, tel, @ £600/m	7,200	7,200	0	14,400
Project Management & supervision	4,500	4,500	0	9,000
Volunteer training, incl accreditation	7,800	6,800	0	14,600
Volunteer costs: travel, subs, translate	1,600	2,300	0	3,900
Volunteer/sessional staff admin	700	700	0	1,400
Staff travel	350	350	0	700
Evaluation costs	0	1,800	0	1,800
<b>TOTAL</b>	<b>37,119</b>	<b>34,716</b>	<b>0</b>	<b>71,835</b>

What income has already been raised?

(List amounts and main sources)

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

What other funders are currently considering the proposal?

None.

## 19. Funding requested from the Trust

How much is requested from the Trust? (List main expenditure headings and amounts)

Expenditure heading	Year 1 £	Year 2 £	Year 3 £	Total £
recruitment costs	1,800	0	0	1,800
office equipment, volunteers/coordinato	1,500	0	0	1,500
programme publicity	1,800	900	0	2,700
Coordinator salary, NI and pension	9,869	10,166	0	20,035
Support costs, eg accounts, tel, @ £600/m	7,200	7,200	0	14,400
Project mangement & supervision	4,500	4,500	0	9,000
Volunteer training	7,800	6,800	0	14,600
Volunteer costs: travel, subs, translate	1,600	2,300	0	3,900
Volunteer, sessional staff admin	700	700	0	1,400
Staff travel	350	350	0	700
Evaluation	0	1,800	0	1,800
<b>TOTAL</b>	<b>37,119</b>	<b>34,716</b>		<b>71,835</b>



## 20. Funding requested from the Trust (continued)

When will the funding be required? **from November 2013**

Is the activity to continue beyond the period for which funding is requested?

If so, how will it be resourced? **Yes. An outcome of the project is to develop a business model for peer-supported planning and brokerage services, which will be paid for by the disabled user directly, or indirectly, through LB Hackney funding for personalisation and we have scheduled in an evaluation to aid us in this process.**

If any planning or other statutory consents are required for the project to proceed, what stage have the applications reached? **No**

### Declaration on behalf of applicant organisation

I, **Mary Julian** (your name)

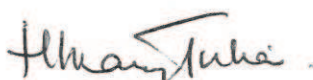
am an authorised representative of

**CHOICE IN HACKNEY** (your organisation)

within which I am **Chair** (your position)

**To the best of my knowledge, all the information that I have provided in this application form is correct**

Signature



Date

18.6.13.

**Return the completed form to: The City Bridge Trust**

City of London

PO Box 270

Guildhall

London EC2P 2EJ

Please

- **do not send this application by fax or e-mail** – unless applying online, applications must be posted to the Trust
- **do send the information in the checklist** – if items are missing, your application will be returned to you
- **do send only the information in the checklist** – if further information is required, we will contact you
- **do ensure you have signed and dated this form** – we cannot accept forms which have not been signed and dated
- **do use the correct postage** – the completed form and additional materials are likely to exceed 100g in weight

## 21. Referee

Please provide us with the contact details of a current or recent funder of your organisation who is willing to act as a referee.

### Referee

**Name:** Jane Welch  
Bi-Lingual Health Advocacy Manager (Community & Hospital Services)  
Division for Children's Services, Diagnostics & Outpatients

**Organisation:** Homerton University Hospital NHS Foundation Trust

**Address:** Room 208, 2nd Floor Defoe Building, 50 Hoxton Street London N1 6LP

**Tel:** Community Service 020 7683 4029 or  
Hospital Service 020 8510 7709

**Email:** Jane.Welch@homerton.nhs.uk



This page is intentionally left blank

**MEETING: 30/10/2013**

**Ref: 11630**

## **ASSESSMENT CATEGORY - Positive Transitions to Independent Living**

**Beyond Youth CIC**

**Adv: J Grieve Combes**

**Amount requested: £77,128**

**Base: Outside London**

**Benefit: London-wide**

**Amount recommended: £38,000**

**Purpose of grant request:** To deliver interventions that tackle the core concerns faced by female prisoners and the root causes of offending and re-offending.

### **Background**

Beyond Youth (BY) is a relatively new organisation, originally set up to support young offenders to lead positive, fulfilling, lives through the 'Change 2 Change' model. 'Change 2 Change' is a group-based intervention which develops the emotional intelligence of those referred in order to make better life choices. BY is founded on the belief that "behaviour is learnt from our environment" and that with the right care, those learned behaviours can be unlearned and replaced with positive ones. Following its success, the programme is now available to adult offenders in the community and in custody. To date, BY has reported impressive non-reoffending rates of 72%.

Initially established as a charity, BY became a Community Interest Company (CIC) at the end of 2010. This was an important development that allowed the organisation to take on loan finance and supports its aim to develop a franchise model that can be rolled out across the prison estate. The organisation is supported by a strong Board including, founder Emma Morris, a Financial Controller and Management Accountant; an experienced stock-broker and investment banker; a recently retired Old Bailey Judge; and a PR expert.


### **Funding History**

You awarded Beyond Youth £20,000 in 2011 to deliver their 'Chance to Change' programme with prisoners aged 15-25 in HMP Send and Ashfield. That grant was well reported on.

### **Current Application**

Today's application builds on the work delivered under your previous grant but, following changes at HMP Ashfield, focuses solely on work at HMP Send. At HMP Send, BY received more referrals than they could deliver to and there is a course waiting list of 44 women. In response to this demand, BY wants to offer the Chance to Change programme to all





adult women in HMP Send who are serving the last six months of their sentence. You will note from the application that, although HMP Send is based in Surrey, 100% of the beneficiaries will be returning to London upon their release.

If successful, BY would deliver eight 'Chance to Change' programmes per year, each consisting of nine sessions over two weeks. Session topics include life stories, identification of trauma, establishing rules, self-awareness and goal setting. The formal element of the course ends with each participant setting out a five year life plan of what they want to achieve and what they need to do to achieve it. Upon release BY provides 12 months (or more) through-the-gate support and training to participants which could include meeting them at the station in London, attending appointments and supporting them to write CVs. BY also signposts to other organisations, including others you fund such as Working Chance, Blue Sky Development and St Giles Trust.

### **Financial Observations**

Audited accounts for the year ended 31 December 2012 show turnover of £183,754 and a deficit of £103,033 (56% of turnover), all of which was on unrestricted funds. The deficit was a result of increased expenditure levels following growth in the organisation's infrastructure, particularly staffing, whilst income targets were not met, partly due to changes in commissioning for prison services.

At 31 December 2012 unrestricted reserves were in a negative position of £68,501, against a reserves policy target of 3 to 6 months' worth of expenditure, equating to between £154,185 and £308,370 based on total budgeted expenditure for 2014.

The latest forecast for 2013 shows total income of £551,554 and a surplus of £67,051 (12.2% of turnover), comprising a surplus of £33,736 on restricted funds and £33,315 on unrestricted funds. The organisation advises that they expect its unrestricted reserves level to be negative £32,291 at 31 December 2013. The improved income position is explained by the organisation as being due to Big Lottery funding increasing by £253,584 to £323,176 and due to receipt of franchising income, which is forecast at £65,000 for the year (2012: nil).

The organisation plans to eliminate the deficit on unrestricted reserves by 31 December 2014 when the organisation anticipates a surplus of £132,544 (17.7% of turnover), comprising a surplus of £125,676 on unrestricted funds and £6,868 on restricted funds. Total income of £749,280 is expected, of which 68% has been secured. The continued improvement in income is attributed to further Big Lottery funding and franchising income. The unrestricted fund surplus would increase the level of free reserves to £93,385, equivalent to 1.8 months' worth of 2014 expenditure.





### **Officer's Appraisal**

Beyond Youth is a young but ambitious organisation that is already seeing strong results. At the assessment meeting your Officer met a participant of the programme funded by your previous grant and who is now employed by the organisation and an excellent endorsement of what Chance to Change allows people to achieve.

In 2011 founder Emma Morris was a Big Venture Challenge winner. This gives entrepreneurs access to finance, business support and connections to scale their ventures and has allowed BY to grow its infrastructure and activity. When BY first came to you for funding in June 2011, they requested one year's funding as they did not want to become dependent on grant funding. The organisation's aim is to generate income through a franchise model of their work which they will sell to community and commercial organisations working with offenders. This is an ambitious goal to achieve in a short space of time and, with major changes in the commissioning of prison services and the difficult financial environment, they have not fully achieved this model. Franchising income has begun to develop, however, and they are working with the International Centre for Social Franchise (ICSF) to explore new avenues for income generation.

It is recommended that you consider funding the organisation for one year only at this point in time, but at a higher amount than your previous grant of £20,000 which only part-funded the work delivered. Your funding will not only allow BY to meet demand for their services at HMP Send but will help them build their track record and evidence base for specialist work with female offenders.

### **Recommendation**

**£38,000 over one year towards the salary of a full time Project Facilitator and running costs to deliver Chance to Change in HMP Send.**





# The City Bridge Trust

Charity Registration Number: 1035628

## Working with Londoners: Application for a grant

Please read the guidance notes before completing this form

Reference:  
(office use only)

11630

Date Received:

30/01/2013

Programme  
Area:

05

### 1. About your organisation

Name of organisation applying for grant:

**Beyond Youth CIC**

If the organisation is part of a larger organisation, what is its name?

Address for correspondence:

**4 Station Court  
Station Approach  
Wickford, Essex**

Postcode: **SS11 7AT**

Is this your home address? **No**

Contact person:

**Ms Emma Morris**

Position:

**Managing Director**

Phone: **01268 906393**

Fax:

E-mail: **emma@beyondyouth.org.uk**

Website: **http://www.beyondyouth.org.uk**

Legal status of organisation: **Company Limited by Guarantee**

If registered, please give charity number:

Date organisation established: **20/03/2006**

### 2. Request for funds

Under which of the Trust's themes are you applying (see our website or brochure for further details)?

**Positive Transitions to Independent Living**

Purpose for which funds are requested: (25 words maximum)

**To deliver interventions that tackle the core concerns faced by female prisoners and the root causes of offending and re-offending not currently provided by prisons.**

How much funding is requested?

**Year 1: £38,602 Year 2: £38,526 Year 3: £0 Total: £77,128**



### 3. Aims of your organisation

- Reduce re-offending behaviour of people aged 14 and over.
- Promote and increase self-esteem, self-confidence, self-belief by delivering a range of topics that are educationally and therapeutically based. By encouraging group involvement and self-expression.
- Promote constructive relationships between group members/staff whilst setting clear, concise boundaries.
- Encourage interaction through group work and discussion, maintaining boundaries and confidentiality.
- Encourage group members to address behaviour, allowing self-development. Offering encouragement to move forward through available support agencies and providing support.
- Help group members understand responsibilities.
- Create a safer, happier society by raising aspirations for the future.

### 4. Main activities of your organisation

Beyond Youth was established to deliver innovative solutions to the problems faced by people who are experiencing emotional distress and demonstrating behavioural concerns within society. We believe that emotional intelligence is as vital to success as academic ability and that with the right understanding, care and support offenders can learn to develop emotionally and change their lives.

We deliver our innovative group based 'Chance 2 Change' programme to people aged 14 and over, who are involved in the criminal justice system. To date we have produced the following outcomes:

- \* Over 500 young people have completed our community programme
- \* Over 270 offenders have completed our programme whilst in custody
- \* 74% of our clients self refer
- \* 68% have been moved into employment, education or training.
- \* 72% have not been returned to custody \* 98% report an increase in self confidence
- \* 97% report feeling more hopeful for the future

Our founder Emma Morris is a Big Venture Challenge winner.

### 5. Number of staff

Full-time	Part-time	Management committee members	Active volunteers
<b>6</b>	<b>1</b>	<b>6</b>	<b>13</b>

### 6. How do you support your volunteers?

All current volunteers are past service users with the exception of our 6 prison peer mentors who are still serving prisoners and we offer full training induction as well as specific training, they receive weekly supervision sessions.

### 7. Property occupied by your organisation

Is the main property owned or leased/rented by your organisation?	If leased/rented, how long is the outstanding lease/rental agreement?
<b>Leased</b>	<b>5 years</b>



## 8. Finance

From your most recent audited or independently examined accounts, complete the following:

Financial year ended -

Month: **December**

Year: **2012**

<b>Income received from:</b>	<b>£</b>
Voluntary income	
Activities for generating funds	
Investment income	50,000
Income from charitable activities	133,754
Other sources	50,000
<b>Total Income</b>	<b>233,754</b>

<b>Expenditure:</b>	<b>£</b>
Charitable activities	154,466
Governance costs	111,946
Cost of generating funds	
Other	20,345
<b>Total Expenditure</b>	<b>286,757</b>
<b>Net (Deficit)/Surplus:</b>	<b>(103,003)</b>
<b>Other Recognised Gains/(Losses)</b>	<b>0</b>
<b>Net Movement in Funds</b>	<b>(103,003)</b>

<b>Asset position at year end</b>	<b>£</b>
Fixed assets	5,981
Investments	
Net current assets	(49,482)
Long-term liabilities	(25,000)
<b>*Total A</b>	<b>(68,501)</b>

<b>Reserves at year end</b>	<b>£</b>
Endowment funds	
Restricted funds	
Unrestricted funds	(68,501)
<b>*Total B</b>	<b>(68,501)</b>

**\* Total A and Total B must be the same and should be taken from your balance sheet**

## 9. Statutory funding

For the financial year above, what % of your income was from statutory sources?  
None

## 10. Material changes

Describe any material changes to the organisation's activities, structure or financial position since the date of the most recent accounts:

None



## 11. Previous applications to the Trust

Have you applied to the Trust before? If so, please give details:

Month/Year:	10/11	Ref:	10718	Grant received:	£20,000	OR application rejected?	No
Month/Year:		Ref:		Grant received:		OR application rejected?	
Month/Year:		Ref:		Grant received:		OR application rejected?	

## 12. Previous funding received

Funding received by your organisation from the following sources during the last **THREE** years:  
**(i)** City of London (other than the City Bridge Trust) **(ii)** London boroughs **(iii)** London Councils (formerly ALG)  
**(iv)** Health authorities **(v)** Central government departments **(vi)** Other statutory bodies (e.g. Housing Corporation, Arts Council) - List source, years and annual amounts:

	Year: 2010	Year: 2011	Year: 2012
(i)			
(ii)			
(iii)			
(iv)			
(v) NOMS (ESF Funding)			30,000
(vi)			

## 13. Previous grants received

Grants received by your organisation from charitable trusts and foundations (other than the City Bridge Trust) during the last **TWO** years. List source, years and annual amounts:

	Year: 2011	Year: 2012
Shackleton Foundation	10,000	
Foyle Foundation	4,000	
Evening Standard Dispossessed Fund		11,036
Other Donations	15,500	10,857
Big Lottery Fund	27,414	59,879
UnLtd Big Venture Challenge Grant		50,000

## 14. What steps is your organisation taking to reduce its carbon footprint?

Our new premises mean we are now much closer to public transport therefore cutting down on car travel to get to the office. We have further reduced our carbon footprint by car pooling. We have also secured positive partnerships with organisations in London that has allowed us to use their premises for our follow on mentoring work meaning that far less travel is required by our mentors and our participants.

The project itself is very low on waste and resources as we do not rely on handouts or excessive paperwork. We are currently working to reduce this further by installing social impact software that will reduce the need for paper further. Where possible reports and correspondence are sent by email.

Our new office premises operates a full recycling scheme which we are members of.



## 15. Purpose

Complete this section whatever the amount of grant requested. **In addition**, if the request is for £25,000 or more in total, a fuller proposal should be sent with this form. Also, if your application is for all or part of new or existing post(s), please enclose a copy of the relevant job description(s) including the salary level.

**In order to provide the right information, please refer to guidance note 15 before completing this section.**

Female prisoners face different issues to male prisoners including their level of entrenched emotional need due largely to past sexual and physical abuse, separation anxiety and higher levels of mental health issues than male prisoners. In 2010 30% of female prisoners self-harmed compared to 7% of male prisoners (NOMS Incident Report System 2010). The geographical spread of female prisons means they are further from home and miss vital support. Women face different, specific challenges post release such as finding employment that fits their families needs and support to repair these relationships. The Corston Report 2007 focused solely on the issues faced specifically by female prisoners including separation from children, associated guilt and shame; particularly as females are more likely to be the primary carer than men.

Chance2Change has been developed in direct response to the needs of those involved in the criminal justice system and through our intensive programme we will address the following issues;

-Re-offending                      - Feelings arising from neglect and abuse                      -Domestic violence                      -  
Self-harm and suicide                      -Practical through the gate support

Research and consultations proving the need for Chance2Change:

There's a lot of research surrounding female prisoners in particular. The Corston Report (2007) found that:

-Women weren't in control of their lives and felt that they didn't have any choices  
-They had a lack of self-confidence and self-esteem and many women self-harmed  
-Women felt they were individual and should not be treated otherwise.

Through our own consultations with nearly 200 women at HMP Send (03/12) and HMP Downview (05/12) we found that the women:

-feel no control in their lives, lack confidence, have a sense of failure, reinforcing isolation, disadvantage and social exclusion  
-Don't have any choice but to re-offend, feel no one will employ an ex-offender  
-lack self-confidence, esteem and emotional skills because of time in custody with no support network to discuss feelings around separation or opportunity to process guilt.

We know there's a need for the project from a prisoner's point of view as we've delivered the Chance2Change programme to nearly 300 participants with great success. We've a comprehensive monitoring system that proves our successes and feedback from participants and prison staff.

Our objectives-on completion of the programme 160 offenders:

1)have more understanding of their feelings, behaviours & the effect of this, so less likely to commit a crime, leading to a more positive attitude. 2)more confident about expressing opinions, to make appropriate decisions about themselves. 3)more aware of opportunities upon release and at least 60% engaged in training, education, employment. 4)have access to a package of support allowing them to be effectively introduced to local agencies offering support to create smooth, positive transitions back into the community.

Why we are the right organisation to deliver this: The evidence that we have gathered and have reported back via our last Working with Londoners monitoring report tells us that we are delivering significant change, we're respected as an organisation and valued by beneficiaries. Have the passion and the vision to make real change to the lives of people we work with. We meet the Trust's theme resettlement work with ex-offenders leaving custody because we build trusting relationships as they approach the end of their custodial sentence and prepare them for release with a complete package of support allowing them to seek an alternative to offending and become integrated back into communities and families. Our programme wouldn't be possible without the involvement and feedback of our beneficiaries, they are an integral part of what we do. The attached proposal outlines their involvement. The programme is open to all, irrespective of race, religion, culture, background, sexual orientation or ability.



## 16. Explain how you will monitor and evaluate both your own outcomes and those of the programme under which you are applying.

The project measures both soft outcomes to show distance travelled, and hard outcomes. We intend to monitor, evaluate and develop our work in several stages:

### Soft Outcomes

- Baseline information is gathered from referring agent.
- A Linear Analysis Scale, covering five main areas of change, is completed at session 1 and session 8
- Written feedback from participants upon completion of the programme.
- Written feedback & assessments from referring agencies upon completion of the programme.
- Group participants are encouraged to develop a forum and feedback experiences helping us improve on our work and package of support that is offered.

### Hard outcomes

- Re-offending rates are monitored at the 3 month, 6 month and 12 month period.
- Individual case studies tracking engagement in positive activities, employment, education and training.

We have a specific set of outcomes for each year of the grant.

## 17. Beneficiaries

How many people will benefit from the grant per year?

**80**

In which local authority is your organisation based?

**Outside London**

Which borough(s) of Greater London will benefit from this grant?

(if more than one, please give % for each)

**100% of participants will be returning to the boroughs of Greater London, we will be able to specify the boroughs upon referral.**

At what address will the activity be located?

**HMP Send**

What age group will benefit? **Adult**

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

	%		%
White - British		Black - Caribbean	
White - Irish		Black - African	
White - Other (please describe)		Black - Other (please describe)	
Asian - Indian		Black - British	
Asian - Pakistani		Chinese	
Asian - Bangladeshi			
Asian - Other (please describe)		Other (please describe)	
Open to everyone			<b>100</b>

What proportion of the beneficiaries will be disabled people?

**60%**



## 18. Funding required for the project

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

(List main expenditure headings and amounts)

Expenditure heading	Year 1 £	Year 2 £	Year 3 £	Total £
Group Facilitator Salary	30,802	31,726		62,528
Travel	1,850	1,850		3,700
Running Costs	3,000	3,000		6,000
Laptop, Software & Office Equipments	1,000			1,000
Programme Resources	450	450		900
Volunteer Expenses	1,500	1,500		3,000
Training & Development for Beneficiaries	9,900	9,900		19,800
<b>TOTAL</b>	<b>48,502</b>	<b>48,426</b>		<b>96,928</b>

What income has already been raised? (List amounts and main sources)

Source	Year 1 £	Year 2 £	Year 3 £	Total £
Awards for All	9,900	TBC		9,900
<b>TOTAL</b>	<b>9,900</b>			<b>9,900</b>

What other funders are currently considering the proposal?

Funder	£
None as this is continuation funding	
<b>TOTAL</b>	

## 19. Funding requested from the Trust

How much is requested from the Trust? (List main expenditure headings and amounts)

Expenditure heading	Year 1 £	Year 2 £	Year 3 £	Total £
Group Facilitator Salary	30,802	31,726		62,528
Travel	1,850	1,850		3,700
Running Costs	3,000	3,000		6,000
Laptop, Software & Office Equipment	1,000			1,000
Programme Resources	450	450		900
Volunteer Expenses	1,500	1,500		3,000
<b>TOTAL</b>	<b>38,602</b>	<b>38,526</b>		<b>77,128</b>



## 20. Funding requested from the Trust (continued)

When will the funding be required?

03/06/2013

Is the activity to continue beyond the period for which funding is requested?

If so, how will it be resourced?

**The programme has been designed to be completely replicable and we are building a franchise model to compliment our plans for growth, for our sustainability and expansion. We had envisaged this happening sooner but due to the current economic climate and budget cuts this has not been possible, we are therefore seeking continuation funding.**

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

N/A

### Declaration on behalf of applicant organisation

I, EMMA MORRIS (your name)

am an authorised representative of

BEYOND YOUTH CIC (your organisation)

within which I am MANAGING DIRECTOR (your position)

**To the best of my knowledge, all the information that I have provided in this application form is correct**

Signature

Date 31ST JANUARY 2013

**Return the completed form to: The City Bridge Trust**

City of London

PO Box 270

Guildhall

London EC2P 2EJ

Please

- **do not send this application by fax or e-mail** – unless applying online, applications must be posted to the Trust
- **do send the information in the checklist** – if items are missing, your application will be returned to you
- **do send only the information in the checklist** – if further information is required, we will contact you
- **do ensure you have signed and dated this form** – we cannot accept forms which have not been signed and dated
- **do use the correct postage** – the completed form and additional materials are likely to exceed 100g in weight



This page is intentionally left blank

**MEETING: 30/10/2013**

**Ref: 11899**

**ASSESSMENT CATEGORY - Strengthening the Third Sector**

**Institute of Fundraising**

**Adv: Tim Wilson**

**Amount requested: £90,477**

**Base: Lambeth**

**Benefit: London-wide**

**Amount recommended: £90,500**

**Purpose of grant request:** To improve the financial resilience and sustainability of the third sector in London through a volunteer mentoring support scheme delivered by professional fundraisers.

**Background**

The Institute of Fundraising (IoF) was established 30 years ago and is the UK's leading provider of fundraising training to charities. It has over 5,000 members, around 2,000 of whom work with London charities. London members benefit from an on-going programme of seminars, conferences and networking opportunities. IoF also runs professional development courses to help its members improve the quality of their fundraising work.

IoF is well-regarded by central Government and is currently one of the Office for Civil Society's nine strategic partners, a scheme for infrastructure organisations regarded as especially representative of the voluntary sector's interests.

**Funding History**

None.

**Current Application**


IoF wishes to expand a successful London volunteer mentoring scheme which the charity has run for three years. Funding is sought to cover running costs and to recruit a part time administrator.

The mentoring scheme matches would-be mentees with skilled and experienced volunteer mentors. IoF introduces a selection of potential mentors to each mentee, and matching follows a series of meetings which take into account needs, location, and level of experience.

Mentors provide two days initial in-depth support and then a further day each month over the year. IoF arranges review meetings every three months and larger network meetings where groups of mentees come together to discuss common problems.

To date, IoF has matched 78 mentoring pairs and the charity aims to reach another 168 with three years' funding from City Bridge Trust, should you award it. It wishes to focus on smaller charities and will





restrict the benefit to those organisations whose focus is London's communities.

### **Financial Observations**

Audited accounts for the year ended 31<sup>st</sup> March 2013 show a deficit of £241,972 (5.3% of turnover) comprising a deficit of £142,378 on unrestricted funds and a deficit of £99,594 on restricted funds. The charity has explained that this was a planned deficit resulting from spending down a restricted legacy and using unrestricted reserves to deliver new Strategic Objectives.

The charity aims to hold free unrestricted, undesignated reserves of approximately £350,000 (0.8 months' worth of 2013/14 budgeted expenditure) a target higher than the actual holding of free unrestricted reserves of £316,651 at 31<sup>st</sup> March 2013. However, the charity also holds free unrestricted funds of £134,936 which it has designated towards regional and special interest groups.

The budget for the current year 2013-14 shows total income of £4,972,138, the majority of which comes from membership fees and sales of services throughout the year, and cannot therefore be confirmed far in advance. However, as at 1 July 2013 £1,636,387 (33%) had been secured. Overall, a deficit of £33,600 (0.7% of turnover) is forecast for 2013/14. This comprises a surplus of £47,100 on unrestricted funds and a deficit of £80,700 on restricted funds. The forecast surplus on unrestricted funds should take the charity's free unrestricted reserve position to £363,751 (excluding the unrestricted funds of £134,936 which have been designated).

### **Officer's Appraisal**

IoF is recognised as the voluntary sector's leading expert on all forms of fundraising. At a time when many sources of sector income are being squeezed, IoF's ability to advise and support is particularly important, not least for smaller charities which often lack dedicated fundraising staff.

IoF initiated its volunteer mentoring programme using surplus generated from its annual conference and grant funding from Awards for All. The proposal to City Bridge Trust will enable IoF to put an established scheme on a stronger footing, and to expand its reach.

### **Recommendation**

**£90,500 over three years (£30,350; £29,850; £30,300) towards a part-time Project Administrator (2 days per week) and project running costs for a London network matching experienced fundraisers with small charities to strengthen the financial skills of the latter.**





# The City Bridge Trust

Charity Registration Number: 1035628

## Working with Londoners: Application for a grant

Please read the guidance notes before completing this form

Reference:  
(office use only)

11899

Date Received:

04/05/13

Programme  
Area:

7

### 1. About your organisation

Name of organisation applying for grant: <b>Institute of Fundraising (IoF)</b>	
If the organisation is part of a larger organisation, what is its name? <b>N/A</b>	
Address for correspondence <b>Park Place 12 Lawn Lane London</b>	
Postcode: <b>SW8 1UD</b> Is this your home address? <b>No</b>	
Contact person: <b>Mr Frederic Adams-Montantin</b>	Position: <b>Fundraising Officer</b>
Phone: <b>0207 840 5493</b>	Fax: <b>020 7840 1001</b>
E-mail: <b>freda@institute-of-fundraising.org.uk</b>	
Website: <b>www.institute-of-fundraising.org.uk</b>	
Legal status of organisation: <b>Registered Charity and Company</b>	
If registered, please give charity number: <b>1079573</b>	
Year and month organisation established: <b>March 1983</b>	

### 2. Request for funds

Under which of the Trust's themes are you applying (see our website or brochure for further details)? <b>Strengthening the Third Sector</b>
Purpose for which funds are requested: (25 words maximum) <b>To improve the financial resilience and sustainability of the third sector in London through a volunteer mentoring support scheme delivered by professional fundraisers.</b>
How much funding is requested? <b>Year 1: £30,354 Year 2: £29,821 Year 3: £30,302</b> <b>Total: £90,477</b>





### 3. Aims of your organisation

Our vision: Excellent fundraising for a better world

Our mission: Creating the environment and understanding for fundraisers to excel

The Institute of Fundraising is the largest individual representative body in the voluntary sector with over 5,300 Individual members and 340 Organisational members.

We aim to support these members and the wider fundraising community by:

- Creating a better environment for fundraisers to raise money.
- Increasing understanding of fundraising.
- Enabling fundraisers to be the best they can be.

### 4. Main activities of your organisation

The main activities of the IoF are as follows:

- Specialist training provision to meet the professional development needs of the UK's fundraising workforce, having trained over 25,000 fundraisers to date.
- Author and guardian of the Code of Practice web resource, the definitive guide to UK fundraising law and best-practice standards.
- The UK's leading provider of accredited fundraising qualifications and training opportunities through the IoF Academy.
- Facilitator of the most comprehensive UK network of regional fundraising groups and specialist interest groups, providing operational reach across England and covering all key fundraising disciplines, and including a Fundraising Directors network.
- Delivery of similarly targeted national training initiatives such as its Help for Small Charities programme, which has provided to face to face training to 2,323 beneficiaries in little over 18 months and reached over 7,000 individuals.
- Partnership working with over 350 membership organisations.

### 5. Number of staff

Full-time	Part-time	Management committee members	Active volunteers
34	10	18	350

### 6. How do you support your volunteers?

The Head of Membership Communities supports the network of National, Regional and Special Interest Groups, run by IoF volunteers throughout the UK. Support includes support in marketing Group events, planning and finance processes.

### 7. Property occupied by your organisation

Is the main property owned or leased/rented by your organisation?	If leased/rented, how long is the outstanding lease/rental agreement?
Leased	17 months



## 8. Finance

From your most recent audited or independently examined accounts, complete the following:

Financial year ended -

Month: **March**

Year: **2013**

<b>Income received from:</b>	<b>£</b>
Voluntary income	27,509
Activities for generating funds	255,563
Investment income	6,386
Income from charitable activities	4,219,796
Other sources	25,682
<b>Total Income</b>	<b>4,534,936</b>

<b>Expenditure:</b>	<b>£</b>
Charitable activities	4,556,380
Governance costs	29,939
Cost of generating funds	190,589
Other	0
<b>Total Expenditure</b>	<b>4,776,908</b>
<b>Net (Deficit)/Surplus:</b>	<b>(241,972)</b>
<b>Other Recognised Gains/(Losses)</b>	<b>0</b>
<b>Net Movement in Funds</b>	<b>(241,972)</b>

<b>Asset position at year end</b>	<b>£</b>
Fixed assets	200,667
Investments	0
Net current assets	761,612
Long-term liabilities	0
<b>*Total A</b>	<b>962,279</b>

<b>Reserves at year end</b>	<b>£</b>
Endowment funds	0
Restricted funds	310,025
Unrestricted funds	652,254
<b>*Total B</b>	<b>962,279</b>

\* Total A and Total B must be the same and should be taken from your balance sheet

## 9. Statutory funding

For the financial year above, what % of your income was from statutory sources?  
6%

## 10. Material changes

Describe any material changes to the organisation's activities, structure or financial position since the date of the most recent accounts:

None



## 11. Previous applications to the Trust

Have you applied to the Trust before? If so, please give details:					<input checked="" type="checkbox"/>
Month/Year: -	/ -	Ref: N/A	Grant received: £	OR application rejected	<input type="checkbox"/>
Month/Year: -	/ -	Ref:	Grant received: £	OR application rejected	<input type="checkbox"/>
Month/Year: -	/ -	Ref:	Grant received: £	OR application rejected	<input type="checkbox"/>

## 12. Previous funding received

Funding received by your organisation from the following sources during the last **THREE** years:  
**(i)** City of London (other than the City Bridge Trust) **(ii)** London boroughs **(iii)** London Councils (formerly ALG)  
**(iv)** Health authorities **(v)** Central government departments **(vi)** Other statutory bodies (e.g. Housing Corporation, Arts Council) - List source, years and annual amounts:

	Year: 2010	Year: 2011	Year: 2012
(i) OCS Strategic grant.	269,300	275,000	206,250
(ii) OCS Tax Effective Giving grant	310,00	N/A	N/A
(iii) Scottish Executive Grant	70,000	40,000	40,000
(iv) Welsh Assembly Grant	55,910	56,955	10,250
(v) OCS Payroll Giving Award			34,500
(vi)			

## 13. Previous grants received

Grants received by your organisation from charitable trusts and foundations (other than the City Bridge Trust) during the last **TWO** years. List source, years and annual amounts:

	Year: 2011	Year: 2012
N/A		

## 14. What steps is your organisation taking to reduce its carbon footprint?

The IoF endeavours to take into account and minimise the harmful effects on the environment of all of its activities and actions. This is demonstrated through a number of schemes established and actively practiced for a number of years within its central office. These include waste paper and toner cartridge recycling schemes and segregation of all office waste into recyclable and non-recyclable waste.

The IoF's commitment is also reflected in its recently updated sustainability policy which recognises the importance of further on-going measures and improvement. This policy outlines the following specific commitments for 2013/14 and beyond in minimising impacts in the areas of waste, water, and energy:

- Office energy use: in Year 1 establish baseline and reduce use by 5%.
- Recycling: in Year 1 establish baseline and increase recycling rates by 10%
- Waste: in Year 1 establish baseline and decrease waste going to landfill by 5%
- Sustainable travel: continue to offer the Cycle to Work scheme and increase uptake.



## 15. Purpose

Complete this section whatever the amount of grant requested. **In addition**, if the request is for £25,000 or more in total, a fuller proposal should be sent with this form. Also, if your application is for all or part of new or existing post(s), please enclose a copy of the relevant job description(s) including the salary level.

**In order to provide the right information, please refer to guidance note 15 before completing this section.**

### Project Summary

The IoF London Region Mentoring Scheme aims to strengthen the third sector by providing tailored 1-1 mentoring support opportunities to working for small and medium sized charities, based in Greater and Inner London. The project will provide 168 beneficiaries (56 per year over 3 years) with mentoring support and will also encourage and enable experienced fundraising professionals to volunteer their time to support their peers.

Beneficiaries are likely to be lone fundraisers or staff undertaking a fundraising function in organisations experiencing an urgent need to diversify and grow income streams within a challenging funding environment. They will be matched with a volunteer mentor who will be a senior fundraising professional with at least five years experience in one or more fundraising disciplines. Volunteer mentors will also be able to demonstrate the ability to develop and deliver a fundraising strategy and in addition to having strong relationship skills.

Mentors will work with mentees to boost their confidence and professional fundraising skills, and increase the financial resilience of their organisations through the development and integration of effective fundraising strategies. Once trained, mentors frequently replicate the support provide, with mentors often going on to voluntarily mentor more than one beneficiary.

### The Institute of Fundraising

As the leading UK membership organisation and training provider for fundraising professionals, the IoF is uniquely placed to make a significant contribution to City Bridge Trust's theme of strengthening the third sector in Greater London.

This scheme will capitalise on the IoF's expertise and learning from a number of localised IoF fundraising mentoring pilot schemes, most specifically its London Region mentoring scheme. Existing resources and learning will be used to evolve the London pilot and increase the number of beneficiary fundraisers, charities and indirect beneficiaries across London. All mentoring relationships will guided by the Code of Fundraising practice, the self- regulatory standards set by and expected of fundraisers, of which the IoF is the author and guardian.

In line with the City Bridge Trust's principles of good practice, the IoF will use its position within the sector to raise awareness of the potential of mentoring to boost fundraising performance and financial resilience. The IoF will disseminate monitoring and evaluation findings, lessons learned and best practice recommendations to the IoF's membership of 5,250 individual members and 350 organisational members via its website, newsletters and its Regional and Special Interest Groups. The IoF will also share and publicise findings by targeting key sector organisations, umbrella bodies, press and government.

Please see attached continuation sheets for full project proposal



## 16. Explain how you will monitor and evaluate both your own outcomes and those of the programme under which you are applying.

On registering for the project, all mentors and mentees will provide baseline information about their professional capacity and the organisations that they represent. Project registration will capture baseline information about mentee knowledge, needs, confidence and aspirations, with mentees being asked to rate on a scale of 1-10. All participants will be asked to provide equal opportunities data on registering for the project.

Following advice and guidance provided to mentors around goal-setting, mentors and mentees will use the initial meeting to establish mentee support and development needs, and agree the professional goals and related actions to pursue through the mentoring relationship.

Mentors and mentees will review progress against mentee goals and personal indicators at the follow up support meetings. In the instance of lack of progress, the mentor and beneficiary will review goals and action plans to identify barriers and any additional support needs. At the end of the mentoring relationship, this process will be repeated to determine the final impact of support for each beneficiary. Results from all reviews will be collated by the project administrator and fed into quarterly management reports to track progress against stated project outcomes.

## 17. Beneficiaries

In line with our anti-fraud policies, we may, in exceptional circumstances, require you to provide contact details of your beneficiaries (see Guidance Notes).

How many people will benefit from the grant per year? **56**

What age group will benefit? **18-65**

In which local authority is your organisation based?

**Lambeth**

Which borough(s) of Greater London will benefit from this grant?

(if more than one, please give % for each)

**Beneficiary charities are expect to cover the majority of London Boroughs from Greater and Inner London.**

At what address will the activity be located? **At locations in the majority of Boroughs in Inner and Greater London**

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

	%		%
White - British		Black - Caribbean	
White - Irish		Black - African	
White - Other (please describe)		Black - Other (please describe)	
Asian - Indian		Black - British	
Asian - Pakistani		Chinese	
Asian - Bangladeshi			
Asian - Other (please describe)		Other (please describe)	
Open to everyone			<b>100</b>

What proportion of the beneficiaries will be disabled people?

**5% estimated**



## 18. Funding required for the project

What is the total cost of the proposed activity/project?  
(List main expenditure headings and amounts)

Expenditure heading	Year 1 £	Year 2 £	Year 3 £	Total £
Admin Officer 2 days p/w inc on-costs	10,261	10,569	10,886	31,716
Recruitment	1,000	N/A	N/A	1,000
Monitoring & evaluation	2,000	2,000	2,000	6,000
Marketing & promotion	2,000	2,000	2,000	6,000
Management support	2,215	2,281	2,350	6,846
Office overheads & support services	3,078	3,171	3,266	9,515
Training & Matching venues & catering	3,000	3,000	3,000	9,000
Support meetings - Mentors & mentees	800	800	800	2,400
Volunteer Mentor training	6,000	6,000	6,000	18,000
<b>TOTAL</b>	<b>30,354</b>	<b>29,821</b>	<b>30,302</b>	<b>90,477</b>

What income has already been raised? (List amounts and main sources)

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

What other funders are currently considering the proposal?

Funders	£
N/A	
<b>TOTAL</b>	

## 19. Funding requested from the Trust

How much is requested from the Trust? (List main expenditure headings and amounts)

Expenditure heading	Year 1 £	Year 2 £	Year 3 £	Total £
Admin Officer 2 days p/w inc on-costs	10,261	10,569	10,886	31,716
Recruitment	1,000	N/A	N/A	1,000
Monitoring & evaluation	2,000	2,000	2,000	6,000
Marketing & promotion	2,000	2,000	2,000	6,000
Management support	2,215	2,281	2,350	6,846
Office overheads & support services	3,078	3,171	3,266	9,515
Training & matching venues & catering.	3,000	3,000	3,000	9,000
Support meetings - Mentors & mentees	800	800	800	2,400
Mentor training	6,000	6,000	6,000	18,000
<b>TOTAL</b>	<b>30,354</b>	<b>29,821</b>	<b>30,302</b>	<b>90,477</b>



## 20. Funding requested from the Trust (continued)

When will the funding be required? **Nov 2013**

Is the activity to continue beyond the period for which funding is requested?

If so, how will it be resourced? **The IoF will develop a sustainability and fundraising plan beyond the proposed funding period, demonstrating to funders and employers the scheme's impact as a highly cost-effective and flexible means for small and medium-sized charities of meeting the professional development needs of their fundraising workforce.**

If any planning or other statutory consents are required for the project to proceed, what stage have the applications reached? **N/A**

## 21. Referee

Please provide us with the contact details of a current or recent funder of your organisation who is willing to act as a referee.

### Referee

**Name:** Mia Spreadbury

**Organisation:** Social Action Team - Office for Civil Society

**Address:**

**1 Horse Guards Road  
London SW1A 2HQ**

**Tel:** 020 7271 3516

**E-mail:** Mia.Spreadbury@cabinet-office.gsi.gov.uk

## Declaration on behalf of applicant organisation

I, **Frederic Adams-Montantin** (your name)

am an authorised representative of

**Institute of Fundraising** (your organisation)

within which I am **Fundraising Officer** (your position)

**To the best of my knowledge, all the information that I have provided in this application form is correct. I fully understand that the City Bridge Trust has zero tolerance towards fraud and will seek to prosecute and recover funds in every instance.**

Signature



Date **31<sup>st</sup> May 2013**

### How your information will be used by the Trust

City Bridge Trust (which is administered as part of the Bridge House Estates by the City of London Corporation) processes personal data in compliance with the Data Protection Act 1998. The Trust obtains and uses information, including personal data, as part of the process of assessing grant applications and monitoring the use of grants. The information you provide on the application form may be made public as part of the assessment of this application. In addition, the Trust may share this information with third parties, including other funders, its external consultants and external auditors, police and regulatory bodies for the purpose of determining, preventing or detecting crime; or ensuring that no organisation is receiving duplicate funding; or the validation of contracts; or where this is otherwise required by law.

**By signing and submitting your application form you give your explicit consent for us to use data relating to your application as set out above.**

Our contact details for enquiries about how we process your information are:

The City Bridge Trust, City of London, PO Box 270, Guildhall, London EC2P 2EJ. Telephone: 020 7332 3710

### Concerns over fraud and corruption

Should you, at any time, have concerns of fraud and corruption within your organisation relating to the grant, then please raise your concerns with us using our Whistle Blowing facilities. You may use our Audit team's 24 hour answer phone number, 020 7332 3663, to report the details or email

[raiseyourconcern@cityoflondon.gov.uk](mailto:raiseyourconcern@cityoflondon.gov.uk)

**Return the completed form to:**

**The City Bridge Trust**

City of London

PO Box 270

Guildhall

London EC2P 2EJ

Please

- **do not send this application by fax or e-mail** – unless applying online, applications must be posted to the Trust
- **do send the information in the checklist** – if items are missing, your application will be returned to you
- **do send only the information in the checklist** – if further information is required, we will contact you
- **do ensure you have signed and dated this form** – we cannot accept forms which have not been signed and dated
- **do use the correct postage** – the completed form and additional materials are likely to exceed 100g in weight



This page is intentionally left blank

**MEETING: 30/10/2013**

**Ref: 11804**

## **ASSESSMENT CATEGORY - Strengthening the Third Sector**

**Richmond Upon Thames Council for  
Voluntary Service**

**Adv: Joan Millbank**

**Amount requested: £150,596  
(Revised request: £131,811)**

**Base: Richmond  
Benefit: Richmond**

**Amount recommended: £131,600**

**Purpose of grant request:** Support voluntary and community sector organisations to improve current evaluation processes and adopt new systems to capture impact and demonstrate the value of their services.

### **Background**

Richmond Council for Voluntary Service (RCVS) is an established infrastructure organisation supporting 800+ voluntary, community and not-for-profit organisations (VCS) operating in Richmond-upon-Thames. A staff team of 15 carry out a range of work within interlinking strands of activity, which include: provision of practical assistance including a design and print service; marketing and communication support; capacity building advice and training; social investment opportunities; provision of sector leadership and voice through representation and heading up initiatives including the local Community Involvement Partnership and Richmond's Children and Young People Strategy Forum.

In 2012 RCVS had to close its well-regarded volunteer centre after it lost the tender to a London-wide organisation. RCVS has subsequently refocused its work, downsized and relocated its office into shared premises where it is a tenant.

### **Funding History**

In 2005 you awarded £70,000 over two years towards a business planning service for small and medium sized charities. Monitoring of the grant was deemed 'very good'. In 2009 RCVS's volunteer centre was one of six South London centres (led by Volunteer Centre Merton) to benefit from a two year grant of £228,600 which you made as a collaborative grant to provide a co-ordinated approach to implementing quality standards. The grant has been satisfactorily monitored.

### **Current Application**

RCVS is seeking a three year grant to support its 'Know your Impact' project. The project will focus on helping Richmond's VCS to develop and embed evaluation mechanisms and learn how to effectively demonstrate the impact and value of its work. Need has been identified through sector surveys. In 2013 its review of local commissioning found that many groups failed to adequately address funders' requirements for measurable outputs and outcomes, nor did they understand the link between



evaluation, service planning and quality assurance. RCVS is also aware that local implementation of the Social Value Act 2013 will require contract providers to evidence wider benefit e.g. economic and/or environmental and/or social factors.

A 21hpw Project Co-ordinator will deliver 'Know Your Impact' through provision of sector training, group events, action-learning sets and bespoke 1:1 sessions. Specialist sessions will be provided by project partners (up to six per annum), for example, Superhighways ICT organisation and Charities Evaluation Service. Good practice guides and web-based resources will complement the direct support provided. The project will focus on attracting small groups and those involved (or needing to be involved) in delivery of commissioned services. In each year up to 100 VCS will attend a training session, 25 will receive bespoke 1:1 support and 12 will join a learning set. 8 case studies will be developed to share learning.

### **Financial Observations**

Audited accounts for the year ended 31 March 2013 show income of £648,833 and a deficit of £120,629 (18.6% of turnover), comprising a deficit of £70,665 on unrestricted funds and £49,964 on restricted funds. The charity advises that the deficit was largely a result of the reduction in core funding from the local authority.

The charity's reserves policy states that the organisation aims to hold an undesignated fund equivalent to 6 months operating costs calculated as £250,000. At 31 March 2013 free unrestricted reserves stood at £240,335 equating to 5.8 months operating costs.

The 2013/14 budget shows total income of £495,076, 98% of which has been confirmed. After projected expenditure of £578,961, a further unrestricted fund deficit of £83,885 is anticipated, this would result in the free unrestricted reserves reducing to £156,450, equivalent to 3.8 months' worth of operating costs. The organisation advises that it is attempting to address the budget deficit, in particular seeking to move to more affordable office accommodation and researching alternative funding opportunities both locally and regionally.

### **Officer's Appraisal**

This project will greatly help the voluntary and community sector (especially smaller organisations) in Richmond to become stronger, plan and deliver better services and demonstrate their value to current and future funders. As such, this application strongly addresses your area of interest under 'Strengthening the Third Sector'. RCVS has a good reputation as a second tier organisation and has demonstrated both competence and leadership in dealing with the impact of recent sector funding cuts. It remains a well-positioned and respected organisation. Since submitting the original application adjustments have been made to project costs and the overall grant request has reduced (see appendix A).

131

The applicant has confirmed that specialist support organisations in receipt of their own City Bridge Trust funding (eg Charities Evaluation Service, The Media Trust) will not charge for their services to the project and thereby avoid and potential for 'double funding'.

### **Recommendation**

**£131,600 over three years (£43,800; £42,800; £45,000) towards the salary of a part-time (21hpw) Project Co-ordinator and running costs of the 'Know Your Impact' project.**





# The City Bridge Trust

Charity Registration Number: 1035628

## Working with Londoners: Application for a grant

Please read the guidance notes before completing this form

Reference:  
(office use only)

11804

Date Received:

08/05/13

Programme  
Area:

7

### 1. About your organisation

Name of organisation applying for grant: <b>The Richmond Upon Thames Council for Voluntary Service</b>	
If the organisation is part of a larger organisation, what is its name? <b>n/a</b>	
Address for correspondence <b>Mortlake Business Centre, 20 Mortlake High Street, London</b>	
Postcode: <b>SW14 8JN</b>	
Is this your home address? <b>No</b>	
Contact person: <b>Mr David Sidonio</b>	Position: <b>Chief Executive</b>
Phone: <b>0203 178 8785</b>	Fax: <b>n/a</b>
E-mail: <b>dauids@richmondcvvs.org.uk</b>	
Website: <b>www.richmondcvvs.org.uk</b>	
Legal status of organisation: <b>Company Limited by Guarantee no: 3730089</b>	
If registered, please give charity number: <b>Charity no: 1075259</b>	
Year and month organisation established: <b>April 1932</b>	

### 2. Request for funds

Under which of the Trust's themes are you applying (see our website or brochure for further details)? <b>Strengthening the Third Sector</b>
Purpose for which funds are requested: (25 words maximum) <b>Provide support for voluntary &amp; community sector organisations to improve current evaluation processes and adopt new systems to effectively measure and capture the impact and value of their services</b>
How much funding is requested? <b>Year 1: £49,152 Year 2: £49,626 Year 3: £51,818</b> <b>Total: £150,596</b>



### 3. Aims of your organisation

Richmond Council for Voluntary Service (RCVS) mission is to support the voluntary sector in the London Borough of Richmond upon Thames by offering:

- Practical Assistance
- A voice through representation, promotion and negotiation
- Leadership in tackling new and unmet needs
- Capacity building skills

Charitable objects - To promote any charitable purposes for the benefit of the community in the London Borough of Richmond upon Thames and neighbouring or adjoining area (hereinafter called "the area of benefit") and in particular the advancement of: education; the furtherance of health; the relief of poverty, distress and sickness.

### 4. Main activities of your organisation

A staff team of 15 carries out RCVS's activities, which include:

1. Strategic work:

Richmond Partnership; Representation; Health; South London CVS Partnership; Infrastructure Support; Annual Conference; Children & Young People Lead; Community Involvement Partnership; Health & Well-Being Activities

2. Capacity Building:

Governance & Planning; Funding Advice; training, consortia development, community involvement, philanthropic and social investment opportunities and corporate social responsibility programmes

3. Services:

Design & Print; Marketing & Communications; Business Development; Consultation

4. Richmond LINK: Host Contract for the Richmond Local Involvement Network (LINK)

### 5. Number of staff

Full-time	Part-time	Management committee members	Active volunteers
4	11	9	5

### 6. How do you support your volunteers?

Our internal volunteer policy sets out our commitment that all volunteers are treated equally and are well supported by a named internal contact; receive role descriptions; regular supervisions; relevant training, volunteer expenses and references.

### 7. Property occupied by your organisation

Is the main property owned or leased/rented by your organisation?	If leased/rented, how long is the outstanding lease/rental agreement?
License	3 month renewal agreement



## 8. Finance

From your most recent audited or independently examined accounts, complete the following:

Financial year ended - **31** Month: **March**

Year: **2013**

<b>Income received from:</b>	<b>£</b>
Voluntary income	62,665
Activities for generating funds	0
Investment income	1,134
Income from charitable activities	585,034
Other sources	0
<b>Total Income</b>	<b>648,833</b>

<b>Expenditure:</b>	<b>£</b>
Charitable activities	687,669
Governance costs	43,860
Cost of generating funds	37,933
Other	0
<b>Total Expenditure</b>	<b>769,462</b>
<b>Net (Deficit)/Surplus:</b>	<b>(120,629)</b>
<b>Other Recognised Gains/(Losses)</b>	<b>0</b>
<b>Net Movement in Funds</b>	<b>0</b>

<b>Asset position at year end</b>	<b>£</b>
Fixed assets	0
Investments	0
Net current assets	240,335
Long-term liabilities	0
<b>*Total A</b>	<b>240,335</b>

<b>Reserves at year end</b>	<b>£</b>
Endowment funds	
Restricted funds	
Unrestricted funds	240,335
<b>*Total B</b>	<b>240,335</b>

\* Total A and Total B must be the same and should be taken from your balance sheet

## 9. Statutory funding

For the financial year above, what % of your income was from statutory sources?  
c.25%

## 10. Material changes

Describe any material changes to the organisation's activities, structure or financial position since the date of the most recent accounts:



## 11. Previous applications to the Trust

Have you applied to the Trust before? If so, please give details:					<input checked="" type="checkbox"/>
Month/Year: -	/ 2005	Ref:	Grant received: £46,514	OR application rejected	<input type="checkbox"/>
Month/Year: -	/ 2006	Ref:	Grant received: £51,800	OR application rejected	<input type="checkbox"/>
Month/Year: -	/ 2007	Ref: 6045	Grant received: £70,000	OR application rejected	<input type="checkbox"/>

## 12. Previous funding received

Funding received by your organisation from the following sources during the last **THREE** years:  
**(i)** City of London (other than the City Bridge Trust) **(ii)** London boroughs **(iii)** London Councils (formerly ALG)  
**(iv)** Health authorities **(v)** Central government departments **(vi)** Other statutory bodies (e.g. Housing Corporation, Arts Council) - List source, years and annual amounts:

	Year: 2010	Year: 2011	Year: 2012
(i) London Borough of Richmond	265,679	247,170	209,598
(ii) Heath Road Licencees	46,162	49,922	42,181
(iii) Richmond NHS/LBRuT	95,850	128,850	138,418
(iv) London Councils	53,637	53,637	20,114
(v) Children's Fund	70,000	70,000	-
(vi) Richmond LINK	91,000	106,230	100,001

## 13. Previous grants received

Grants received by your organisation from charitable trusts and foundations (other than the City Bridge Trust) during the last **TWO** years. List source, years and annual amounts:

	Year: 2011	Year: 2012
Big Lottery/Wates Foundation	58,417	62,607
Big Lottery Supported Volunteering	58,982	62,472
Imagine	51,635	13,616
Capacity Builders	19,000	-
V+ Project	1,926	-
Grassroots	4,130	-

## 14. What steps is your organisation taking to reduce its carbon footprint?

As outlined in our environmental policy (July 2012) we aim to minimise any harm we do to the environment in the course of carrying out our work and where possible to contribute to its improvement and/or protection. Management issues: Purchasing - we ensure that planning and purchasing decisions take account of environmental concerns and that any equipment identified as causing easily avoidable environmental damage is replaced. Energy - We minimise our use of energy and cooperate fully with energy efficiency measured introduced by Citibase who are the managing agents of our property. Transport - We discourage the use of cars by our staff where alternative modes of public transport are available. Meetings arranged by us are sited at points which make the use of public transport an easy option for our members and others. Waste management - We minimise the use of materials and ensure that, as much as possible, the waste we do generate is re-used or recycled using the facilities available at our premises and that any residue is disposed of using methods which cause the least environmental damage. Special collection arrangements are in place for copier or printer toner/ink cartridges and any other supplies where special disposal is recommended.



## 15. Purpose

Complete this section whatever the amount of grant requested. **In addition**, if the request is for £25,000 or more in total, a fuller proposal should be sent with this form. Also, if your application is for all or part of new or existing post(s), please enclose a copy of the relevant job description(s) including the salary level.

**In order to provide the right information, please refer to guidance note 15 before completing this section.**

Richmond Council for Voluntary Service (RCVS) is the right organisation to deliver the 'Know Your Impact' project because we have a strong track record of delivering quality services. Having secured 3 year complementary contracts worth half a million pounds we are sustainable. We can access a wide range of additional resources to add value to this project and can cross-refer between projects using integrated systems to achieve increased breadth, depth and impact. RCVS is an accredited, established infrastructure agency supporting 800+ voluntary, community, social enterprise and not-for-profit organisations (VCO's) in Richmond upon Thames. We are currently delivering a funded, 3 year dedicated skills and sustainability programme of support, and through research have identified significant need for intensive support relating to evaluation and impact measurement.

**THE NEED FOR THE PROJECT** - Building on an extensive VCO mapping exercise and research in 2011/2012, we recently conducted additional research confirming the top three priorities for VCO's requiring a knowledge of the impact and value of their services and the need to capture and communicate to funders, volunteers and potential partners. Only 18% indicated that monitoring and evaluating performance was a priority. This is because many VCO's do not acknowledge the connection between the two unless it is termed as impact. External research also indicates the need for increased support for the sector to prepare for commissioning and be able to demonstrate the impact of the services they deliver, to a wide variety of stakeholders including funders.

**THE TRUST'S THEME** - The Know Your Impact project will meet the Trust's theme of strengthening the third sector because it will focus on providing front-line organisations with targeted support to improve the quality of evaluation processes and to adopt new systems that effectively measure and capture the impact and value of their services.

**THE PROJECT** - We are requesting £150,596 to deliver the project over a three year period. We will conduct research at the end of year two to identify the need for support services, and if evidenced, plan to appoint a professional fundraiser to identify and apply to appropriate trusts and foundations to secure funding for future services.

**DELIVERY** - The project will be delivered, monitored and evaluated by a project co-ordinator, recruited for 21 hours per week, with administrative support (job description, salary, NI and pension contribution attached). The project will provide 1:1 sessions and bespoke/intense support depending on the identified need of the VCO. Working with a variety of partners, including ICT specialist Superhighways and the Charities Evaluation Service, we will deliver a comprehensive programme of in-house, and locally delivered, accessible, specialist training in addition to one-to-one support; focus groups and action learning sessions. Direct signposting to relevant additional external resources will also be actively promoted and communicated.

**OBJECTIVES** - 1. Increase understanding among VCO's of what makes a successful bid 2. Improve the capability of VCO's to monitor and evaluate their work and demonstrate full impact of their services 3. Secure funds to sustain the Sustainability and Skills Programme and Know Your Impact Project beyond year three.

**OUTCOMES** - 1. Organisations are better able to identify and evaluate higher level qualitative outcomes 2. Organisations have improved methods to embed customer and user feedback in service design and evaluation 3. Organisations have an increased understanding of outcomes, objectives, outputs and other terminology 4. Organisations are better able to evidence and demonstrate outcomes when responding to consultations 5. Organisations have improved ability to link evidencing outcomes to social value or added value

**OUTPUTS** - 1. 25 VCO's attend one-to-one advice sessions (3 per year) 2. 12 VCO's attend a focus group (2 per year) 3. 12 VCO's attend an action learning set (3 per year) 4/5. 100 VCO's attend a training session - delivered by either the Project Co-ordinator and partners or specialist agencies (12 per year) 6. 8 VCO's produce a 'commissioning journey' case study (4 per year (in years 2 & 3))

RCVS meets the Trust's principles of good practice in all areas (as outlined in the full proposal).



## 16. Explain how you will monitor and evaluate both your own outcomes and those of the programme under which you are applying.

Using an established diagnostic tool, gaps in skills and knowledge relating to evaluation and impact measurement processes will be identified and, in consultation, an action plan will be drawn-up for each organisation, with appropriate milestones. We will track the impact of the work by using a customised CRM database which is used to monitor all RCVS project delivery:

- Record every contact with all beneficiaries each time an organisation "touches" the service
- Keep robust measurement (including outcomes and outputs) data on organisations from the datum above, using: assessments against organisational action plans; feedback forms; annual specific service surveys; findings from annual independent evaluation; in person; telephone and by email contact to track the "distance travelled" against the action plan.
- Track both number and type of interventions to show the difference each organisation has made against its own tailored package of support.

In addition to analysing the tracking and feedback, support will also be provided to development case studies to demonstrate the impact of the Know Your Impact project and they will be cascaded through relevant communications including the RCVS website.

Participant feedback will demonstrate progress made, and the decreasing reliance on direct support from the programme, leading to greater autonomy and independence for the organisation.

## 17. Beneficiaries

How many people will benefit from the grant per year? **800+ (including representatives of the 454 registered charities working at a local level)**

In which local authority is your organisation based?

**Richmond upon Thames**

Which borough(s) of Greater London will benefit from this grant?

(if more than one, please give % for each)

**Richmond upon Thames**

At what address will the activity be located? **Managed from RCVS office - delivered at outreach locations in Richmond**

What age group will benefit? **All age groups**

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

	%		%
White - British	<b>73</b>	Black - Caribbean	<b>1</b>
White - Irish	<b>2.1</b>	Black - African	<b>1.9</b>
White - Other (please describe)	<b>9.3</b>	Black - Other (please describe)	<b>0.3</b>
Asian - Indian	<b>3.9</b>	Black - British	<b>26</b>
Asian - Pakistani	<b>1.3</b>	Chinese	<b>1</b>
Asian - Bangladeshi	<b>0.6</b>		
Asian - Other (please describe)	<b>1</b>	Other (please describe)	<b>1.8</b>
Open to everyone			<b>100</b>

What proportion of the beneficiaries will be disabled people?

**12.4%**



## 18. Funding required for the project

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

(List main expenditure headings and amounts)

Expenditure heading	Year 1 £	Year 2 £	Year 3 £	Total £
Project Co-ordinator:salary NI pension	23,786	24,260	24,747	72,793
Administrative Support	4,150	4,300	4,400	12,850
Direct Management costs	5,500	5,600	5,700	16,800
Accommodation	2,730	2,800	2,900	8,430
Travel, staff expenses & training	560	560	560	1,680
Print/Post/Stationery	720	680	650	2,050
IT/Telephone	730	750	775	2,255
Marketing/Promotional Activity	2,500	2,150	2,085	6,735
Consultancy Fees (6 sessions pa @£500)	3,000	3,000	3,000	9,000
Audit/Governance	550	575	600	1,725
General Overheads - rent,rates etc	300	325	350	975
Contribution to management costs	2,106	2,106	2,106	6,318
Exit Strategy Support			1,425	1,425
Meeting room hire costs	2,520	2,520	2,520	7,560
<b>TOTAL</b>	<b>49,152</b>	<b>49,626</b>	<b>51,818</b>	<b>150,596</b>

What income has already been raised?

(List amounts and main sources)

Source	Year 1 £	Year 2 £	Year 3 £	Total £
<b>TOTAL</b>				

What other funders are currently considering the proposal?

None

## 19. Funding requested from the Trust

How much is requested from the Trust? (List main expenditure headings and amounts)

Expenditure heading	Year 1 £	Year 2 £	Year 3 £	Total £
Project Co-ordinator:salary NI pension	23,786	24,260	24,747	72,793
Administrative Support	4,150	4,300	4,400	12,850
Direct Management costs	5,500	5,600	5,700	16,800
Accommodation & Meeting Room hire costs	5,250	5,320	5,420	15,990
Travel, staff expenses & training	560	560	560	1,680
Print/post/stationery	720	680	650	2,050
IT/Telephone	730	750	775	2,255
Marketing/Promotional Activity	2,500	2,150	2,085	6,735
Consultancy Fees (6 sessions pa @£500)	3,000	3,000	3,000	9,000
Audit/Governance/cont. management costs	2,656	2,681	2,706	8,043
General Overheads - rent, rates etc	300	325	350	975
Exit Strategy Support			1,425	1,425
<b>TOTAL</b>	<b>49,152</b>	<b>49,626</b>	<b>51,818</b>	<b>150,596</b>



## 20. Funding requested from the Trust (continued)

When will the funding be required? **September 2013**

Is the activity to continue beyond the period for which funding is requested?

If so, how will it be resourced? **Based on an evaluation at the end of year two, and research to identify a need for the development of the service by Voluntary & Community Sector organisations, RCVS will research and plan a schedule of potential funders, and apply for full or part funding to continue the service. In addition, RCVS will continue to deliver charged services as part of the income generation strategy to sustain services.**

If any planning or other statutory consents are required for the project to proceed, what stage have the applications reached? **n/a**

### Declaration on behalf of applicant organisation

I, **David Sidonio** (your name)

am an authorised representative of

**Richmond Upon Thames Council for Voluntary Service** (your organisation)

within which I am **Chief Executive** (your position)

**To the best of my knowledge, all the information that I have provided in this application form is correct**

Signature



Date **7th May 2013**

**Return the completed form to: The City Bridge Trust**

City of London  
PO Box 270  
Guildhall  
London EC2P 2EJ

Please

- **do not send this application by fax or e-mail** – unless applying online, applications must be posted to the Trust
- **do send the information in the checklist** – if items are missing, your application will be returned to you
- **do send only the information in the checklist** – if further information is required, we will contact you
- **do ensure you have signed and dated this form** – we cannot accept forms which have not been signed and dated
- **do use the correct postage** – the completed form and additional materials are likely to exceed 100g in weight



## 18. Funding required for the project

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

(List main expenditure headings and amounts)

Expenditure heading	Year 1 £	Year 2 £	Year 3 £	Total £
Project Co-ordinator:salary NI pension	23,786	24,260	24,747	72,793
Administrative Support	4,150	4,300	4,400	12,850
Direct Management costs	2,425	2,500	2,550	7,475
Accommodation	2,730	2,800	2,900	8,430
Travel, staff expenses & training	560	560	560	1,680
Print/Post/Stationery	720	680	650	2,050
IT/Telephone	730	750	775	2,255
Marketing/Promotional Activity	2,500	693	700	3,893
Consultancy Fees ( <del>6 sessions pa @£500</del> ) <i>8m</i>	1,800	1,800	1,800	5,400
Audit/Governance	550	575	600	1,725
General Overheads - rent,r-ates etc	300	325	350	975
Contribution to management costs	1,100	1,100	1,100	3,300
Exit Strategy Support			1,425	1,425
Meeting room hire costs	2,520	2,520	2,520	7,560
<b>TOTAL</b>	<b>43,871</b>	<b>42,863</b>	<b>45,077</b>	<b>131,811</b>

What income has already been raised?

(List amounts and main sources)

Source	Year 1 £	Year 2 £	Year 3 £	Total £
<b>TOTAL</b>				

What other funders are currently considering the proposal?

None

## 19. Funding requested from the Trust

How much is requested from the Trust? (List main expenditure headings and amounts)

Expenditure heading	Year 1 £	Year 2 £	Year 3 £	Total £
Project Co-ordinator:salary NI pension	23,786	24,260	24,747	72,793
Administrative Support	4,150	4,300	4,400	12,850
Direct Management costs	2,425	2,500	2,550	7,475
Accommodation & Meeting Room hire costs	5,250	5,320	5,420	15,990
Travel, staff expenses & training	560	560	560	1,680
Print/post/stationery	720	680	650	2,050
IT/Telephone	730	750	775	2,255
Marketing/Promotional Activity	2,500	693	700	3,893
Consultancy Fees (6 sessions pa @£500)	1,800	1,800	1,800	5,400
Audit/Governance/cont. management costs	1,650	1,675	1,700	5,025
General Overheads - rent, rates etc	300	325	350	975
Exit Strategy Support			1,425	1,425
<b>TOTAL</b>	<b>43,871</b>	<b>42,863</b>	<b>45,077</b>	<b>131,811</b>



**MEETING: 30/10/2013**

**Ref: 11983**

## **ASSESSMENT CATEGORY - Strengthening the Third Sector**

**The Kensington and Chelsea Foundation**

**Adv: Ciaran Rafferty**

**Amount requested: £114,000**

**Base: Kensington & Chelsea**

**Amount recommended: £114,000**

**Benefit: Kensington & Chelsea**

**Purpose of grant request:** To stimulate ongoing support for charities in Kensington & Chelsea from local businesses - including volunteering programmes, corporate philanthropy and pro-bono advice - in order to build capacity.

### **Background**

The Kensington & Chelsea Foundation (KCF) was established in 2008 as a mechanism for connecting those in the borough who are disadvantaged with those who have the resources (financial, skills, capacity) to assist. In effect, KCF encourages and enables the "haves" to help the "have nots". It's an impressive model and not dissimilar to *Islington Giving* which you currently support. Your Committee has previously expressed a view that, in the comparatively wealthier boroughs, more could be done locally to support local charities. KCF does exactly that. Whilst the bulk of its work is to raise funds from philanthropic individuals and businesses it also connects volunteer professionals who have skills of particular value to local charities. In 2012/13 KCF organised 97 business volunteers to help a wide variety of charities whilst also raising £279,838 in cash (£210k of it from local businesses) for redistribution to worthy causes.

### **Funding History**

None.

### **Current Application**

In 2012 KCF received funding for one year from the Government's Transforming Local Infrastructure scheme to employ a Corporate Engagement Manager who would build the capacity of local charities through harnessing the skills and expertise from the business community. Sometimes what follows the physical engagement between the two parties is a financial one though, even if the volunteers don't donate cash, their work in improving the skill-set and capacity within the organisations leads to their being more attractive to donors. From this work alone KCF has raised £54,000 in cash and £48,000 in kind in the past year. With the original time-limited funding now expired, the organisation is keen for the work to continue, hence this application which asks you to support the salary costs on a tapering basis over three years.



## **Financial Observations**

Audited accounts for the year ended 31<sup>st</sup> March 2013 show a deficit of £76,279 (18% of turnover), comprising deficits of £74,370 on unrestricted funds and £1,909 on restricted funds. The charity advises that this deficit was due to the organisation spending funds received in previous financial years.

The deficit reduced unrestricted reserves held at 31<sup>st</sup> March 2013 to £31,493 which equates to 26.5 days' worth of total current year expenditure. However, as the primary purpose of the organisation is to raise and distribute funds, the organisation has clarified that it does not include such funds when calculating its reserves policy but instead aims to hold three months' worth of expenditure on "core costs and projects" (rather than on *total* expenditure, i.e inclusive of the funds to be redistributed). Free unrestricted reserves of £31,493 would therefore equate to 2.7 months' worth of "core" expenditure.

The budget for 2013/14 shows a deficit of £12,349 (2.9% of turnover) comprising a deficit of £15,076 on restricted funds partially offset by a surplus of £2,727 on unrestricted funds. Total income is expected to be £420,954, of which £234,383 (56%) had been confirmed as at 30th September 2013.

*Generating funds* – The Q8 in the application form shows income from generating funds of £75,345, whereas the total cost of generating funds is reported as £183,296. However, when examined, the amount actually spent in the year on fundraising events was £54,729.

## **Officer's Appraisal**

The KCF model is an exemplary one, harnessing and redistributing skills and finances within a borough to aid its disadvantaged communities. 100% of all donations received are passed on to the local charities and community groups. It helped shape *Islington Giving* (which perhaps has had a higher profile) and is growing steadily in terms of its charitable funds raised and its ability to underpin the longer term sustainability of the organisations it supports. This project will build on a very successful pilot scheme and will increase and improve volunteering in the borough by proactively encouraging and enabling businesses to increase their volunteering efforts with local charities of which they might otherwise be unaware.

## **Recommendation**

**£114,000 over three years (£40,000; £38,000; £36,000) for the salary and related costs of a full-time Corporate Engagement Manager.**





# The City Bridge Trust

Charity Registration Number: 1035628

## Working with Londoners: Application for a grant

Please read the guidance notes before completing this form

Reference:  
(office use only)

11983

Date Received:

5 July 13

Programme  
Area:

7

### 1. About your organisation

Name of organisation applying for grant: <b>The Kensington &amp; Chelsea Foundation</b>	
If the organisation is part of a larger organisation, what is its name? <b>N/A</b>	
Address for correspondence <b>Lighthouse West London, 111 - 117 Lancaster Road London</b>	
Postcode: <b>W11 1QT</b>	
Is this your home address? <b>No</b>	
Contact person: <b>Ms Diana Spiegelberg</b>	Position: <b>Director</b>
Phone: <b>020 7229 5499</b>	Fax: <b>n/a</b>
E-mail: <b>dspiegelberg@thekandcfoundation.com</b>	
Website: <b>www.thekandcfoundation.com</b>	
Legal status of organisation: <b>Charitable trust</b>	
If registered, please give charity number: <b>1125940</b>	
Year and month organisation established: <b>September 2008</b>	

### 2. Request for funds

Under which of the Trust's themes are you applying (see our website or brochure for further details)? <b>Strengthening the Third Sector</b>
Purpose for which funds are requested: (25 words maximum) <b>To stimulate ongoing support for charities in Kensington &amp; Chelsea from local businesses - including volunteering programmes, corporate philanthropy and pro-bono advice - in order to build capacity.</b>
How much funding is requested? <b>Year 1: £40,000. Year 2: £38,000 Year 3: £36,000</b> <b>Total: £114,000</b>



### 3. Aims of your organisation

The Kensington & Chelsea Foundation connects local residents, businesses and schools with local charities, generating community engagement in order to make life better for all who live and work in the Borough. The Foundation aims to:

- 1) Raise awareness of the contrasts and needs that exist within Kensington & Chelsea and draw attention to local charities.
- 2) Stimulate local giving in order to address the social, economic, health and welfare gaps that divide the borough.
- 3) Strengthen local charities and community groups by generating income for them and building their skills and capacity by establishing new connections, securing pro-bono advice and skilled employee volunteers.
- 4) Bring local donors together to share knowledge and experience of local giving.

### 4. Main activities of your organisation

- 1) Provide residents and business with a source of expert knowledge about the local voluntary sector and opportunities for charitable giving.
- 2) Generate financial gifts and other support from local residents and businesses for local charities. ie Unlocking new resources for the local voluntary sector.
- 3) Facilitate introductions between different constituencies across Kensington & Chelsea - this includes organising tours to small local charities, networking events, seminars and training days.
- 4) Work with individual residents and businesses to tailor philanthropy programmes and community engagement opportunities. eg Volunteering programmes
- 5) Build capacity within charities through business volunteering, coaching and mentoring.
- 6) Schools Programme - working with school partners to promote civic responsibility and involvement with local charities through events, competitions, talks and fundraising.
- 7) Run awareness raising and fundraising campaigns around particular issues that are of relevance to a number of charities, eg the annual Winter Warmth Campaign, which supports isolated elderly residents with fuel payments.

### 5. Number of staff

Full-time	Part-time	Management committee members	Active volunteers
1	3	7	15

### 6. How do you support your volunteers?

We attend the first meeting between volunteers and placement charities and keep in touch with them throughout the placement period, getting regular feedback from both sides. As part of this project, we will develop a volunteer handbook for business

### 7. Property occupied by your organisation

Is the main property owned or leased/rented by your organisation?	If leased/rented, how long is the outstanding lease/rental agreement?
Lease	Rolling lease



## 8. Finance

From your most recent audited or independently examined accounts, complete the following:

Financial year ended – **31** Month: **March**

Year: **2013**

Income received from:	£
Voluntary income	343,045
Activities for generating funds	75,345
Investment income	130
Income from charitable activities	0
Other sources	0
<b>Total Income</b>	<b>418,520</b>

Expenditure:	£
Charitable activities	310,843
Governance costs	660
Cost of generating funds	183,296
Other	0
<b>Total Expenditure</b>	<b>494,799</b>
<b>Net (Deficit)/Surplus:</b>	<b>(76,279)</b>
<b>Other Recognised Gains/(Losses)</b>	<b>0</b>
<b>Net Movement in Funds</b>	<b>(76,279)</b>

Asset position at year end	£
Fixed assets	0
Investments	0
Net current assets	76,430
Long-term liabilities	0
<b>*Total A</b>	<b>76,430</b>

Reserves at year end	£
Endowment funds	0
Restricted funds	44,937
Unrestricted funds	31,493
<b>*Total B</b>	<b>76,430</b>

\* Total A and Total B must be the same and should be taken from your balance sheet

## 9. Statutory funding

For the financial year above, what % of your income was from statutory sources?  
c.15%

## 10. Material changes

Describe any material changes to the organisation's activities, structure or financial position since the date of the most recent accounts:



## 11. Previous applications to the Trust

Have you applied to the Trust before? If so, please give details:					<input checked="" type="checkbox"/>
Month/Year: -	/ -	Ref:	Grant received: £	OR application rejected	<input type="checkbox"/>
Month/Year: -	/ -	Ref:	Grant received: £	OR application rejected	<input type="checkbox"/>
Month/Year: -	/ -	Ref:	Grant received: £	OR application rejected	<input type="checkbox"/>

## 12. Previous funding received

Funding received by your organisation from the following sources during the last **THREE** years:  
**(i)** City of London (other than the City Bridge Trust) **(ii)** London boroughs **(iii)** London Councils (formerly ALG)  
**(iv)** Health authorities **(v)** Central government departments **(vi)** Other statutory bodies (e.g. Housing Corporation, Arts Council) - List source, years and annual amounts:

	Year: 2010	Year: 2011	Year: 2012
(i)	0	0	0
(ii) Kensington & Chelsea Borough	2,000	25,575	20,950
(iii)	0	0	0
(iv) Primary Care Trust	25,000	25,000	20,000
(v) Transforming Local Infrastruct	0	0	45,765
(vi) NOTE YEAR 2012 IS 2012/2013			

## 13. Previous grants received

Grants received by your organisation from charitable trusts and foundations (other than the City Bridge Trust) during the last **TWO** years. List source, years and annual amounts:

	Year: 2011	Year: 2012
Westway Dev Trust	20,000	20,000
Emily Hughes-Hallett Fund	0	50,000
Martin Charitable Trust	0	91,000
B&J Lloyd Charitable Trust	0	20,000
Yo! Foundation	10,000	10,000
Knightbridge School Foundation	13,000	13,000

## 14. What steps is your organisation taking to reduce its carbon footprint?

42

The Foundation has a minimal carbon footprint as a result of our very specific local remit. Therefore, our travel is almost entirely by foot or by bus.

In the office all paper is recycled and we use scrap paper for printing wherever possible. We produce some printed materials (eg ambassadors' packs) and have recently produced some tshirts for the first time. In all cases we are careful to ensure that the material we use is from sustainable sources. As much as possible we have switched to paperless communication and recently introduced a quarterly e-newsletter for our "Friends" and other stakeholders.



## 15. Purpose

Complete this section whatever the amount of grant requested. **In addition**, if the request is for £25,000 or more in total, a fuller proposal should be sent with this form. Also, if your application is for all or part of new or existing post(s), please enclose a copy of the relevant job description(s) including the salary level.

**In order to provide the right information, please refer to guidance note 15 before completing this section.**

Kensington & Chelsea is home to some of the country's wealthiest, but also has London's second most deprived ward. 51% of children attend private schools, but of those attending state schools, the proportion receiving free school meals is double the national average.

More than 400 small local charities exist in the borough to address these inequalities, but many of them are unknown to local residents and businesses. This proposal establishes connections and builds social capital through corporate engagement and skilled employee volunteering, strengthening capacity within the voluntary sector.

The need has been highlighted over the last year through the Transforming Local Infrastructure consortium project. This enabled the Foundation to employ a Corporate Engagement Manager (ending September 2013) to stimulate local community engagement and philanthropy amongst the Borough's business community. As a result, the Foundation raised an additional £54,000 cash and £48,000 in kind support from local businesses for local charities and recruited over 100 business volunteers for 30 local charities. The success of this pilot demands extension. Our experience suggests that we are only scratching the surface – many corporate relationships are in early stages and require more time for cultivation in order to be converted into tangible benefit for local charities.

Our objectives:

1. Build capacity within local charities by harnessing skills and expertise from the business community. Measured through feedback from both sides.
2. Increase quantity and quality of business volunteering within local charities. Recruit 90 business volunteers into 30 charities each year.
3. Leverage investment into the local voluntary sector. Based on our experience over the last twelve months, we are aiming for £110,000, including in kind donations, growing by 5% each year.
4. Secure long-term support. 60% of businesses to continue engagement with local charities year on year. 80% of participating employees / charity organisations to feel positive about the volunteering experience and its benefits.

If funding is secured, future work will be primarily delivered by extending the Corporate Engagement Manager's contract, who will focus on the following:

- Ongoing cultivation of existing business relationships.
- Systematic approach to reaching out to new businesses outside our current networks.
- Working with both individual businesses and their employees and local charities to shape bespoke programmes and partnerships in line with CSR objectives and charities' needs
- Providing a one-stop service for groups of businesses/retail associations to support local charities.
- Close collaboration and dialogue with voluntary sector partners to respond to need.

By Dec 2016 the Corporate Engagement Manager's costs would be covered through corporate membership subscriptions, sponsorship and fees for managing CSR programmes.

The Foundation is ideally placed to deliver this programme because of our connecting role locally, our relationships with business leaders and the proven results of Transforming Local Infrastructure work. Most importantly, volunteering is a catalyst for further involvement and no other organisation in the borough is set up to respond to the full range of opportunities that may follow once the door has been opened by volunteering. This includes corporate philanthropy and employment training.

The Foundation exists to strengthen the third sector, working especially with small charities lacking resource and capacity in-house. We are champions of diversity, working with many BME-led groups and all learnings would be shared through our events programme.



**16. Explain how you will monitor and evaluate both your own outcomes and those of the programme under which you are applying.**

At the beginning of the programme, the Foundation will use Survey Monkey to establish baseline figures from amongst voluntary sector organisations on our database. How many business volunteers are they working with and what their experience has been, and how does this compare with other kinds of volunteering. This process will be repeated at the mid-way point and at the end.

With input from peers in other boroughs, the Foundation will devise a survey for charities, volunteers and their employers to complete at the end of every placement to track the experience, outcomes and impact as an indicator of how volunteering standards change or vary over the three years – and in order for us to refine and adapt how we work.

This feedback form can be used to monitor progress against the Foundation's own specific objectives. Our ongoing relationship management skills will enable us to track the wider outcomes, eg donations and other support to have followed from the volunteering.

The Foundation has a rigorous reporting procedure in place for monitoring the results and impact of any funds that it raises for local charities.

**17. Beneficiaries**

In line with our anti-fraud policies, we may, in exceptional circumstances, require you to provide contact details of your beneficiaries (see Guidance Notes).

How many people will benefit from the grant per year? **6,000**

What age group will benefit? **All - no specific age group**

In which local authority is your organisation based?  
**Royal Borough of Kensington & Chelsea**

Which borough(s) of Greater London will benefit from this grant?  
(if more than one, please give % for each)  
**Royal Borough of Kensington & Chelsea**

At what address will the activity be located? **Multiple**

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

	%		%
White - British		Black - Caribbean	
White - Irish		Black - African	
White - Other (please describe)		Black - Other (please describe)	
Asian - Indian		Black - British	
Asian - Pakistani		Chinese	
Asian - Bangladeshi			
Asian - Other (please describe)		Other (please describe)	
Open to everyone			<b>100</b>

What proportion of the beneficiaries will be disabled people?  
**25%**



## 18. Funding required for the project

What is the total cost of the proposed activity/project?  
(List main expenditure headings and amounts)

Expenditure heading	Year 1 £	Year 2 £	Year 3 £	Total £
Corporate Engagement Manager + on costs	40,000	41,159	42,394	123,553
Corporate Friends print	2,200	500	700	3,400
Skills Surgeries (6 x £200)	1,200	1,300	1,400	3,900
Business/voluntary sector events (@£500)	2000	2,200	2,400	6,600
Volunteer expenses for Foundation events	1,280	1300	1350	3,930
<b>TOTAL</b>	<b>46,680</b>	<b>46,459</b>	<b>48,244</b>	<b>141,383</b>

What income has already been raised? (List amounts and main sources)

Source	Year 1 £	Year 2 £	Year 3 £	Total £
THE BUDGET WOULD BALANCE BY SECURING:				
Event income - surgeries/networking	3,480	3,659	4,000	11,139
Corporate Friends and Patrons	3,200	4,800	8,244	16,244
<b>TOTAL</b>	<b>6,680</b>	<b>8,459</b>	<b>12,244</b>	<b>27,383</b>

What other funders are currently considering the proposal?

Funders	£
NB THESE FIGURES DON'T INCLUDE CHARITY INCOME GENERATION TARGET	
<b>TOTAL</b>	<b>N/A</b>

## 19. Funding requested from the Trust

How much is requested from the Trust? (List main expenditure headings and amounts)

Expenditure heading	Year 1 £	Year 2 £	Year 3 £	Total £
Corporate Engagement Manager and on cost	40,000	38,000	36,000	114,000
<b>TOTAL</b>	<b>40,000</b>	<b>38,000</b>	<b>36,000</b>	<b>114,000</b>

## 20. Funding requested from the Trust (continued)

When will the funding be required? **From December 2013. Whilst the current funding for the Corporate Engagement Manager's post runs out at the end of September, we are in discussions with RBKC about a short term grant to bridge the result of this application.**

Is the activity to continue beyond the period for which funding is requested?

If so, how will it be resourced? **Within three years we intend that the costs of the volunteering work and Corporate Engagement Manager post will be covered through corporate partnerships, both fee-based work for devising and managing local CSR programmes and our corporate memberships.**

If any planning or other statutory consents are required for the project to proceed, what stage have the applications reached? **N/A**

## 21. Referee

Please provide us with the contact details of a current or recent funder of your organisation who is willing to act as a referee.

### Referee

**Name:** Emma Carlton Smith - Chairman

**Organisation:** The Martin Family Charitable Trust

**Address:**

c/o Martins Properties  
36 Walpole Street  
London  
SW3 4QS

**Tel:** 020 7730 5092

**E-mail:** emma@martins-properties.co.uk



## Declaration on behalf of applicant organisation

I, **Diana Spiegelberg** (your name)

am an authorised representative of

**The Kensington & Chelsea Foundation** (your organisation)

within which I am **Director** (your position)

**To the best of my knowledge, all the information that I have provided in this application form is correct. I fully understand that the City Bridge Trust has zero tolerance towards fraud and will seek to prosecute and recover funds in every instance.**

Signature



Date **3 July 2013**

### How your information will be used by the Trust

City Bridge Trust (which is administered as part of the Bridge House Estates by the City of London Corporation) processes personal data in compliance with the Data Protection Act 1998. The Trust obtains and uses information, including personal data, as part of the process of assessing grant applications and monitoring the use of grants. The information you provide on the application form may be made public as part of the assessment of this application. In addition, the Trust may share this information with third parties, including other funders, its external consultants and external auditors, police and regulatory bodies for the purpose of determining, preventing or detecting crime; or ensuring that no organisation is receiving duplicate funding; or the validation of contracts; or where this is otherwise required by law.

**By signing and submitting your application form you give your explicit consent for us to use data relating to your application as set out above.**

Our contact details for enquiries about how we process your information are:

The City Bridge Trust, City of London, PO Box 270, Guildhall, London EC2P 2EJ. Telephone: 020 7332 3710

### Concerns over fraud and corruption

Should you, at any time, have concerns of fraud and corruption within your organisation relating to the grant, then please raise your concerns with us using our Whistle Blowing facilities. You may use our Audit team's 24 hour answer phone number, 020 7332 3663, to report the details or email [raiseyourconcern@cityoflondon.gov.uk](mailto:raiseyourconcern@cityoflondon.gov.uk)

**Return the completed form to: The City Bridge Trust**

City of London

PO Box 270

Guildhall

London EC2P 2EJ

Please

- **do not send this application by fax or e-mail** – unless applying online, applications must be posted to the Trust
- **do send the information in the checklist** – if items are missing, your application will be returned to you
- **do send only the information in the checklist** – if further information is required, we will contact you
- **do ensure you have signed and dated this form** – we cannot accept forms which have not been signed and dated
- **do use the correct postage** – the completed form and additional materials are likely to exceed 100g in weight

# Agenda Item 8

Committee:	Date:	Ref No.
The City Bridge Trust	30 <sup>th</sup> October 2013	
<b>Subject:</b> Strategic Initiative: UK Evaluation Roundtable	<b>Public</b>	
<b>Report of:</b> Chief Grants Officer	<b>For Decision</b>	
<p style="text-align: center;"><b><u>Summary</u></b></p> <p>This paper proposes that you commission the Institute for Voluntary Action Research to prepare a study of evaluation practice by charitable grant-makers, and to convene a meeting for leading trusts and foundations where they will discuss a case-study specially prepared for the day. The benefits to City Bridge Trust, as well as the other participating grant-makers, will be an improved understanding of the design and use of evaluation.</p> <p><b>Recommendation</b></p> <p>That the Institute for Voluntary Action Research is commissioned to convene the inaugural UK Evaluation Roundtable for charitable trusts and foundations, at a cost of £5,000, to be charged against the City Bridge Trust Strategic Initiatives allocation for 2013/14.</p>		

## **Main Report**

### **1.0 Background**

- 1.1 The Institute for Voluntary Action Research (IVAR) is a registered charity that specialises in researching voluntary and community sector organisation and management. Whilst IVAR applies academic rigour to its research, its focus is on finding practical solutions to voluntary sector problems. IVAR's publications, as well as its research processes, are intended to support charities, funders and policy makers with their day-to-day work.
- 1.2 Based on an idea already implemented successfully in the US, IVAR plans to convene the first ever UK Evaluation Roundtable for charitable trusts and foundations. This will be a learning opportunity for grant-makers with a shared interest in measuring the impact of their funding. Grant-makers will discuss their practice with IVAR in advance of the roundtable, from which a benchmarking survey of current evaluation practice, a think-piece on new directions in evaluation, and a teaching case will all be produced. These outputs will be discussed at a meeting in March 2014.



- 1.3 IVAR will work on the UK Evaluation Roundtable with the US-based Centre for Evaluation Innovation which has been conducting similar exercises for North American grant-makers since 1990. The US experience has shown the value of case studies as a means of sharing knowledge and experience amongst foundations in a structured way. The approach uses examples to show participants how similar organisations have addressed some practical challenges in their own work, and to encourage people to reflect on how they might use the new ideas these case studies generate to improve the quality of their own monitoring and evaluation.
- 1.4 Although UK grant-makers currently have a number of network meetings convened through infrastructure organisations such as the Association of Charitable Foundations and London Funders, these tend to be peer led and lack the capacity to generate independent research of the participants' own practice. The larger grant-making organisations, like City Bridge Trust, often have their own dedicated monitoring and evaluation teams, and there is a strong interest in sharing knowledge with their peers.

## **2.0 UK Evaluation Roundtable**

- 2.1 IVAR has already engaged 15 UK grant-makers who have committed to contribute their expertise to the studies in advance of the roundtable, and their time at the roundtable itself. These grant-makers will take part in a benchmarking study of current evaluation practice within UK foundations, and this will be made available at the March 2014 meeting.
- 2.2 The Paul Hamlyn Foundation (PHF), which is a highly-regarded grant-maker, has agreed to be examined as the case study for the roundtable. PHF has recently taken significant steps to strengthen its approach to monitoring and evaluation, and lessons learned from this work are likely to be valuable to other funders.
- 2.3 As part of its work towards the roundtable, IVAR will also prepare a think piece on evaluation for strategic learning, drawing together lessons from the wider charitable environment both in the UK and US.

## **3.0 Cost**

- 3.1 The total cost of the research studies and the roundtable meeting is £38,000. IVAR will contribute £8,000 of its own funds towards the work, and several other funders have offered support towards the project. You are asked to contribute £5,000 which is equivalent to the level of support offered by grant-makers of similar size.

## 4.0 Allocation from Strategic Initiatives

- 4.1 It is proposed that the cost of £5,000 is charged against your 2013/14 allocation for Strategic Initiatives of £747,500 (5% of the overall grants budget). If you approve this request, there will be a balance of £183,613 remaining for the rest of the year (see Table 1 below).

**Table 1: Strategic initiatives 2013/14**

Strategic Initiatives	Committee date	£
<b>Allocation of 5% of 2013/14 grants budget</b>		<b>747,500</b>
<b>Already agreed in this financial year:</b>		
Access and Sustainability Service	18/04/2013	192,900
Ladder for London	06/06/2013	84,230
Lord Mayor's Show	06/06/2013	29,227
City Philanthropy Book	06/06/2013	15,000
Web-based database of volunteer intermediaries	04/07/2013	6,000
Youth & Philanthropy Initiative		48,330
Practical Guide for Charity Chairs		8,200
Learning & Knowledge Sharing Strategy 2013/14		175,000
	<b>Total</b>	<b>558,887</b>
<b>Recommended at this meeting</b>		
UK Evaluation Roundtable		5,000
<b>Balance remaining</b>		<b>183,613</b>

## 5.0 Conclusion

- 5.1 IVAR has identified a practical approach to helping charitable grant-makers share their evaluation approaches with one another, and use this exchange as the basis for structured learning and improvement. The UK Evaluation Roundtable is likely to generate many ideas that City Bridge Trust will be able to apply to its own monitoring and evaluation activities.
- 5.2 The involvement of the US-based Centre for Evaluation Innovation will ensure that the UK roundtable is based on a well-tested model. 15 grant-makers have already committed to the project, many of whom are recognised as leading institutions in evaluation practice.

## 6.0 Recommendation

That the Institute for Voluntary Action Research is commissioned to convene the inaugural UK Evaluation Roundtable for charitable trusts and foundations, at a cost of £5,000, to be charged against the City Bridge Trust Strategic Initiatives allocation for 2013/14.

Tim Wilson, Principal Grants Officer  
020 7332 3716  
[tim.wilson@cityoflondon.gov.uk](mailto:tim.wilson@cityoflondon.gov.uk)  
Report written: 11<sup>th</sup> October 2013



This page is intentionally left blank

<b>Committee(s):</b>	<b>Date(s):</b>	<b>Item no.</b>
The City Bridge Trust	30 <sup>th</sup> October 2013	
<b>Subject:</b> Applications recommended for rejection	<b>Public</b>	
<b>Report of:</b> Chief Grants Officer	<b>For Decision</b>	
<p style="text-align: center;"><b><u>Summary</u></b></p> <p>This report and the accompanying schedule outlines a total of 16 grant applications that, for the reason(s) identified, are recommended for rejection.</p> <p style="text-align: center;"><b><u>Recommendation</u></b></p> <p>That the grant applications detailed in the accompanying schedules be rejected.</p>		

## **Main Report**

1. There are a total of 16 applications recommended for rejection at this meeting – all under your Working with Londoners programme. They are listed within categories in the accompanying schedules. In each case the “purpose” that is used to describe the application is that provided by the applicant organisation. All the recommendations are based on criteria set out in your Policy Guidance.
2. Copies of these application forms are available to view in the Members’ Reading Room. If any Committee Member wishes to query any of the recommendations, this can either be done at the meeting, in which case the decision may be deferred while full details are provided to the Member concerned, or by contacting the Trust office in advance of the meeting so that an explanation can be provided prior to or at the meeting.

### **Contact:**

Ciaran Rafferty, Principal Grants Officer  
020 7332 3712  
Report written: 16/10/13



This page is intentionally left blank

# THE CITY BRIDGE TRUST

The City Bridge Trust Committee - 30 October 2013

## Summary of Recommendations for Rejection - Working with Londoners and Growing Localities

Ref & Organisation	Purpose	Reason for Recommendation for Rejection	Amount Requested	Grants Officer & Area
<b><u>Accessible Sports</u></b>				
11660 On Course Foundation	To support the recovery of wounded, injured and sick Servicemen/women and veterans from London - many of them amputees - through the medium of golf.	Despite several requests from your officer the charity did not provide a satisfactory breakdown of costs for the proposed project.	£85,072	TW Richmond
<i>Total Accessible Sports (1 item)</i>			<u>£85,072</u>	
<b><u>Bridging Communities</u></b>				
11692 Africa Policy Research Network (APORENet)	To use art to inspire people from different ethnic and cultural background to work together on themes that cut across racial and cultural barriers.	The Trust would be the largest funder. The organisation is going through a strategic review and changes to the strategic direction are yet to be signed off by the Board. The organisation has so far secured only one small capital grant. The entire running costs for the organisation are yet to be raised.	£24,000	KMG Hounslow



Ref & Organisation	Purpose	Reason for Recommendation for Rejection	Amount Requested	Grants Officer & Area
11967 Community Development Institute	We request funding to provide ESOL course for adults from the BAME communities to improve their English language whose first language is not English.	Poorly presented application which fails to assure your assessor that the work would deliver appropriate outcomes to meet your criteria.	£73,500	CR Redbridge
11968 Ealing Equality Council	EEC is requesting funding for a Community Cohesion Project (CCP) across 3 estates in Ealing to bridge different communities living side-by-side but not necessarily interacting.	This proposal does not set out sufficiently clear and specific project needs, approach, nor intended impacts. As such it does not address your programme's outcomes.	£156,217	JXM Ealing
11977 Midaye Somali Development Network	"Better Futures" will enable BAMER females to become leaders and deliver programmes which empower and upskill their peers to strengthen and develop this specific community	This proposal focuses on building the life-skills of individual Somali women. It is unclear how this work will lead to community cohesion. Financial information provided indicates that the organisation holds very little free reserves.	£67,117	JXM Kensington & Chelsea
11994 Rooted Forum	We would like to deliver an intergenerational project between the White and Bangladeshi community in Shadwell area of Tower Hamlets.	Organisation's turnover has increased by at least 100% in the last 12 months and is set to increase further which your officer feels could affect their general capacity to manage yet more new income and projects.	£95,489	SD Tower Hamlets

Ref & Organisation	Purpose	Reason for Recommendation for Rejection	Amount Requested	Grants Officer & Area
11993 Youth Against Crime not Crime Against You	YACnCAY in collaboration with Eze Nacho presents "Whose Child" conference at Kings College London, Guys Campus on Saturday 21st September 2013	Application is to support one-day conference costs, which is outside your criteria.	£6,000	CR Southwark
<i>Total Bridging Communities (6 items)</i>			<u>£422,323</u>	
<b><u>Improving Londoners' Mental Health</u></b>				
11989 Help Somalia Foundation	The 'Wellness' Project will provide advocacy, support and development opportunities to Somalis [at risk of] experiencing mental health problems due to their experiences as refugees.	Organisation has no track record in delivering specialist work in this field whilst the proposed beneficiaries do not meet your specific criteria.	£56,942	CR Brent
<i>Total Improving Londoners' Mental Health (1 item)</i>			<u>£56,942</u>	
<b><u>Older Londoners</u></b>				
11927 Black Women's Health & Family Project	BWHAFS seeks match-funding to support eighty 75+ older women of African and BAME heritage in maintaining healthy lifestyles and positively contributing to a wider community.	Full assessment has confirmed your officer's view that this proposal would not specifically deliver the outcomes of your Older People's programme. The organisation holds few free reserves.	£49,148	JXM Tower Hamlets



Ref & Organisation	Purpose	Reason for Recommendation for Rejection	Amount Requested	Grants Officer & Area
11738 Good Retirements	To provide Yoga, Gentle Exercise, Line Dancing and Tai Chi.hall hire, adminstration phone, stationary and equipment. 5 sessions per week	At the level requested the Trust would be the organisation's largest funder by far.	£47,200	KMG Lewisham
11965 Hotline Meals Services	To enable our volunteers to provide and deliver to individual homes daily hot nutritious meals to ten people with dementia or Alzheimers for one year.	The proposal does not meet your criteria for funding. Reporting on a previous grant awarded was incomplete.	£24,999	CR Hackney
11980 Shapeshifter Productions Ltd	A year long programme of The Smiling Sessions, delivered in partnership with sheltered homes for the elderly in LB Waltham Forest.	Proposal from an organisation where the grant as requested would make the Trust it's largest funder. Proposed outcomes do not adequately meet your criteria.	£17,030	CR Waltham Forest
11954 Southwark Somali Refugee Council	"Active Lifestyles" will enable older Somalis to improve their physical/mental health and access volunteer opportunities (as peers) from which they are regularly excluded.	This proposal would not fully deliver the outcomes of your Older People's programme.	£55,959	KMG Southwark
<i>Total Older Londoners (5 items)</i>			£194,336	

Ref & Organisation	Purpose	Reason for Recommendation for Rejection	Amount Requested	Grants Officer & Area
<b><u>Positive Transitions to Independent Living</u></b>				
11973 Lifetime Learning	Lifetime Learning would like to set up a IT suite for the provision of IT courses to disadvantaged people in Tower Hamlets, London.	The application does not convince your officer that the organisation has the necessary links and track-record to sufficiently target your priority groups, particularly young care leavers.	£9,934	CR Tower Hamlets
11982 OG Training Academy CIC	The funds are needed for course costs, teachers, supervisors and managers to run the programme, we also need funds for equipment and materials.	Organisation is recently established and is, itself, unable to provide 1 year's worth of accounts. The work proposed falls outside your criteria.	£67,500	CR Waltham Forest
<i>Total Positive Transitions to Independent Living (2 items)</i>			£77,434	
<b><u>Strengthening the Third Sector</u></b>				
11976 London Centre for Social Impact CIC	The purpose of the fund is facilitate good practice exchanges, learning disseminations, partnership development within community based organisations and grassroots based initiatives in London.	A poorly presented application which does not identify sufficiently robust and valuable outcomes to be achieved and how.	£68,500	CR Tower Hamlets
<i>Total Strengthening the Third Sector (1 item)</i>			£68,500	
<b>Grand Totals (16 items)</b>			<b>£904,607</b>	



This page is intentionally left blank

<b>Committee:</b>	<b>Date:</b>
The City Bridge Trust	30 <sup>th</sup> October 2013
<b>Subject:</b> Withdrawn & Lapsed Applications (Working with Londoners programmes)	<b>Public</b>
<b>Report of:</b> Chief Grants Officer	<b>For Information</b>
<p style="text-align: center;"><b><u>Summary</u></b></p> <p>This Report draws your attention to those applications to the Working with Londoners programme which have been subsequently withdrawn by the applicant or lapsed due to additional information not forthcoming.</p> <p style="text-align: center;"><b>Recommendation</b></p> <p style="text-align: center;">That you receive this report and note its contents</p>	

## **Withdrawn Applications:**

### **Organisation**

### **Purpose of Request**

**Mortlake  
Association**

**Community**

"To support the Positive Living Group for mental health service users. It is a weekly drop in with a facilitator who leads activities."

Having secured funding from other sources the applicant now wishes to withdraw this proposal to City Bridge Trust.

**Changing Paths Charitable  
Trust Limited**

"We are requesting funding for core costs to maintain infrastructure and to contribute to the stonemasonry Manager's salary."

Revised application anticipated.



**Lapsed:**

**Organisation**

**Purpose of Request**

**St Ethelburga's Centre for Reconciliation and Peace**

"To develop a support programme for emerging leaders from divided communities in London to empower them to build improved community relations and promote community engagement."

Met St Ethelburga's Centre for Reconciliation and Peace on 28th August 2013. Further information on finances and theory of change was needed and due by 20th September. Still no word by 11th October 2013.

**Total Withdrawn Applications: 2**

**Total Lapsed Applications: 1**

**Recommendation**

That you receive this report and note its contents.

**Contact:**

Ciaran Rafferty, Principal Grants Officer

Tel: 020 7332 3186

Date report written: 17/10/13

<b>Committee(s):</b>	<b>Date(s):</b>	<b>Item no.</b>
The City Bridge Trust	30 <sup>th</sup> October 2013	
<b>Subject:</b> Variations to Grants	<b>Public</b>	
<b>Report of:</b> Chief Grants Officer	<b>For Information</b>	
<p style="text-align: center;"><b><u>Summary</u></b></p> <p>This report advises Members of variation to 1 grant agreed by the Chief Grants Officer since your last meeting.</p> <p><b>Recommendation</b></p> <p>That Members receive this report and note its contents.</p>		

## **Main Report**

Since your last meeting variation to the grant outlined below has been agreed by the Chief Grants Officer, in line with the revised delegated procedure for the amendment of grants as agreed by your Committee in October 2004.

### **Ackee Housing Project**

In December 2009 you awarded £134,000 over three years for the salary and running costs of an Information & Resettlement Advisor supporting young care leavers in Hackney and Haringey. Funding for the first year was released in the usual quarterly fashion and a satisfactory end-of-year monitoring report received. Regular checking of the Charity Commission website revealed, however, that returns for 2010/11 and 2011/12 were showing as overdue – and remain so. As it is your policy not to release funds where this is the case your officers have liaised with the organisation with the result that no further funding should be released. The balance of £89,000 therefore has been revoked.

#### **Contact:**

Ciaran Rafferty

Tel: 020 7332 3186

Date report written: 16/10/2013



This page is intentionally left blank

<b>Committee:</b>	<b>Date:</b>
The City Bridge Trust	30 <sup>th</sup> October 2013
<b>Subject:</b>	<b>Public</b>
Grants considered under Delegated Authority	
<b>Report of:</b>	<b>For Information</b>
Chief Grants Officer	
<p style="text-align: center;"><b><u>Summary</u></b></p> <p>This Report draws your attention to 3 applications which, since your last meeting, has been presented for approval under delegated authority by the Chief Grants Officer in consultation with the Chairman and Deputy Chairman.</p> <p>The list below may include items classified as Eco-audits. In these cases no monies are paid to recipient organisations. Instead, the funds are used by the Trust to appoint qualified professionals to undertake individual audits for the named charities.</p> <p>The total number of grants approved under delegated authority this financial year (inclusive of those below) is shown in Table 1.</p> <p style="text-align: center;"><b>Recommendation</b></p> <p style="text-align: center;">That you receive this report and note its contents</p>	

## **Grants**

### **Organisation**

### **Amount and Purpose of Grant**

#### **Intoart Projects**

£24,760 over two years (£13,010; £11,750) towards the 'Practice Makes' project working with young people with learning disabilities.

#### **MiD Mediation & Counselling Ltd**

£24,000 over two years (£12,000; £12,000) towards the costs of counselling for children and young people in London.

#### **Mill @ Coppermill**

£5,000 towards the costs of an access audit and related professional fees, subject to the balance (£1,600) being found.



### **Eco-audits Approved**

None to report to this meeting

### **Summary of delegated authority spend for the year to date**

<b>Applications at Committee</b>	<b>Delegated authority &lt; £5k including eco-audits</b>		<b>Delegated authority &lt; £25k</b>	
	<b>£</b>	<b>Number</b>	<b>£</b>	<b>Number</b>
April 2013	10,125	5	97,700	5
May 2013	0	0	30,060	2
June 2013	0	0	47,500	3
July 2013	10,580	3	15,000	1
September 2013	1,152	1	125,295	6
October 3/13	0	0	19,995	1
October 30/13	5,000	1	48,760	2
<b>Total for year to date</b>	<b>26,857</b>	<b>10</b>	<b>384,310</b>	<b>20</b>

### **Recommendation**

That you receive this report and note its contents.

#### **Contact:**

Ciaran Rafferty, Principal Grants Officer

Tel: 020 7332 3186

Date report written: 16/10/13

<b>Committee:</b>	<b>Date:</b>
The City Bridge Trust	30 <sup>th</sup> October 2013
<b>Subject:</b> Reports on Monitoring Visits	<b>Public</b>
<b>Report of:</b> Chief Grants Officer	<b>For Information</b>
<p style="text-align: center;"><b><u>Summary</u></b></p> <p>At each of your meetings, you receive two sample monitoring visit reports. These are in addition to two substantial monitoring reports you receive annually. One of these, a report reflecting on issues arising from the monitoring and evaluation of grants was presented to your February 2013 meeting, and a statistical monitoring report looking at trends in your grant-making was presented to your October 2012 meeting (you will receive the next update at your November 2013 meeting).</p> <p>Reports to this Committee are from visits to Pirate Castle and to Toucan Employment. Both work with disabled young people. Pirate Castle, which is funded under your Accessible London programme, provides sports activities on the Grand Union Canal, whilst Toucan Employment supports young people with learning disabilities to develop employment-related skills and is funded through your Positive Transitions to Independent Living programme.</p> <p style="text-align: center;"><b><u>Recommendation</u></b></p> <p>That Members receive this report and note its contents.</p>	

**Contact:**

Tim Wilson

Tel: 020 7332 3716

Email: [tim.wilson@cityoflondon.gov.uk](mailto:tim.wilson@cityoflondon.gov.uk)

Date report written: 15/10/2013



This page is intentionally left blank

## City Bridge Trust – Monitoring Visit Report

<b>Organisation:</b> Pirate Castle	<b>Grant ref:</b> 10458	<b>Programme area:</b> Accessible London\Accessible sports
<b>Amount, date and purpose of grant:</b> 17/02/2011: £60,000 over three years (3 x £20,000) for the running costs of the Pirate Castle's water sports programme for disabled people.		
<b>Visiting Grants Officer:</b> Tim Wilson		<b>Date of meeting:</b> 12 April 2013
<b>Met with:</b> Jim Wallman (General Manager) and Gus Alston (Club Development Officer)		
<b>1. Introduction to the organisation:</b> Pirate Castle is a north London charity working with children and young people at a dedicated folly on Regent's Canal near Camden Lock. The charity was established to provide water-based activities, and is well-equipped with canoes, kayaks, buoyancy aids, and even two narrow boats. Pirate Castle's service offer now also includes drama and music, and despite the curious external design of its building, the interior (including the route to the canal) is fully accessible premises.  Despite its proximity to some of London's more affluent residential areas, the charity is adjacent to a high concentration of social housing, and draws most of its attendees from these estates. Pirate Castle has an ongoing outreach programme to engage prospective participants, and has seen increased demand for its services, particularly for its extremely popular holiday scheme.		
<b>2. The project funded:</b> You awarded Pirate Castle £60,000 over three years at your meeting in February 2011. The charity drew down its first payment in April 2011, and has submitted one monitoring report since then (at time of visit the second year's report was imminently due).  Your funding was sought to help Pirate Castle expand its kayaking and canoeing sessions for disabled participants. These sessions are free for participants, in line with the charity's mission of opening up the canal for all.  Pirate Castle proposed to use your grant to run 10 group sessions each year for 12 disabled members each (resulting in 120 disabled people per year enjoying the canal). These sessions, designed along similar lines to their sessions for non-disabled young people, provide games, races, short trips and personal training, and last between one-to one-and-a-half hours.		
<b>3. Work delivered to date:</b> Thanks to the charity's existing stock of Easy Access Kayaks, Canoes and Bell Boats, it was in a good position to start activities after first grant instalment was drawn down. It reduced its ratio of children to instructors for its disabled group work meaning a greater number of sessions would need to take place in order to meet its target for unique individuals, and the end of year report showed that this was well-achieved with 83 sessions running and 154 disabled people taking part.		



Pirate Castle's staff conducted an extensive programme of liaison with local charities and special educational needs departments in local schools throughout the year, and this helped drive new participants to the charity's programmes. Increased demand has come not only for the sessions with disabled people, but also from non-disabled and from commercial clients (who provide much needed cross-subsidy for Pirate Castle's charitable work).

Sessions are inevitably seasonal, with far less activity taking place throughout the winter.

#### **4. Difference made:**

Pirate Castle exceeded its beneficiary target for the first year, and was able to gather some rudimentary data on difference made. Its report provided case examples of individual participants, and noted that the charity was developing a new monitoring system to gather improved outcome information.

The success of the outreach work, and the influx of disabled young people as well as young people with more complex needs initially caused some difficulties for staff. As a result, Pirate Castle ensured all staff receive disability and mental health training, and has established a productive link with Camden Council which now gives the charity's staff and volunteers access to their training courses.

Pirate Castle has introduced some new services to reflect changes to its service user base. It now runs a weekly NHS-run mental health clinic for disabled young people and drama-based activities to introduce ideas relating to mental ill health.

The charity has monitored take up of services across the full spectrum of disabilities, and note that it has found least success engaging the deaf community. As a result, the Club Development Manager has studied British Sign Language in order to improve interaction with deaf organisations.

#### **5. Grants Administration:**

Records have been kept appropriately, and the charity has recently introduced a new monitoring system with KPIs which will also capture post code data allowing more accurate match of participant details to patterns of deprivation. The charity has a part time Finance Officer who tracks restricted funds and costs as required by funders like City Bridge Trust.

At time of application it was noted that Pirate Castle's financial position was not as strong as its Trustees wished it to be. Unfortunately this remains the case at the start of the third year of grant. Whilst the charity has scope to earn income from venue and equipment hire to commercial firms, increased demand from its core users means that fewer private hire sessions are available. Additionally, the wish to offer sessions free-of-charge to young people means that Pirate Castle incurs a small deficit per place.

#### **6. Concluding comments:**

Pirate Castle is a well-regarded local charity which has made tremendous progress engaging disabled participants since you awarded your funding. The commitment of the whole staff team to making the services full accessible is impressive, and the charity has exciting ambitions to expand the services yet further (funding permitting).

## City Bridge Trust – Monitoring Visit Report

<b>Organisation:</b> Toucan Employment	<b>Grant ref:</b> 9742	<b>Programme area:</b> Positive Transitions to Independent Living\b) Young disabled people in transition into adulthood
<b>Amount, date and purpose of grant:</b> 18/02/2010: £75,000 over three years (£25,000; £24,700; £25,300) to meet the salary and on-costs of a full-time direct project worker supporting young people with learning disabilities.		
<b>Visiting Grants Officer:</b> Jemma Grieve Combes		<b>Date of meeting:</b> 12/02/2013
<b>Met with:</b> Alex Margolies, Service Manager		
<b>1. Introduction to the organisation:</b> Toucan Employment (Toucan) supports people with learning difficulties in the boroughs of Southwark, Lambeth, Brent and Barking and Dagenham to gain employment. The organisation works closely with each individual to provide support with job searching, interviewing skills, and in preparing them for the “world of work”. Staff then approach potential employers and support clients through job interviews and, if successful, in their new position for as long as is needed. Toucan has built up a portfolio of socially responsible private, public and voluntary sector employers over the years. Employers it has successfully supported people to gain employment for include Sainsburys, Houses of Parliament, HM Treasury and Dulwich Picture Gallery.		
<b>2. The project funded:</b> City Bridge Trust awarded £75,000 over three years in February 2010 to support Toucan’s direct mailout service. This project trains young people in the skills required to work in an admin/post room setting. This involves filling envelopes with leaflets, sorting internal and external post and addressing mail. Many of the young people taking part will also work on their literacy, numeracy and other employability related skills (such as working in a group and to a deadline) in a non-academic setting where they are also being paid. A dedicated project worker supports each young person to ensure that the work is carried out to a high standard, identify additional work placements and locate job opportunities. Toucan aims to work with at least 20 people a year and expects six clients to be placed into employment; eight to gain additional work experience and to retain six to undertake regular mailouts.		
<b>3. Work delivered to date:</b> Years 1 and 2 of the work were delivered to target with 20 people taking part in mailout work each year, of which each year six gained employment; eight gained additional work experience and six stayed on for further regular mailouts. Referrals come from a range of sources including social services, Disability Employment Advisors, schools and a large number of self-referrals. The latter are usually a result of personal recommendation.		
In Year 3 of the grant 20 clients have taken part in the mailout work so far. However the volume of mailout work has been more difficult to maintain a in the current		



economic environment many employers doing mailouts in-house or simply mailing fewer documents. Instead Toucan have been finding other work to ensure that clients can gain work experience placements and paid employment.

#### **4. Difference made:**

Through the project, Toucan has seen young people gain skills and confidence and many have gone on to further employment or training. For example one young person worked with Camberwell Arts College to deliver promotional material to neighbouring communities. They proved an excellent worker and was able to take less abled colleagues under his wing and help them to finish their duties.

Subsequently they have secured a role as a kitchen porter with the Cambridge and Oxford Club and used his earnings to enrol on a photography course.

Greater independence is a key goal of this project. Young people with learning disabilities are given the opportunity to undertake paid work and to seek longer term employment. It focuses on the individual and whilst in some cases their families will be involved, the case worker will often meet with the client on a one-to-one basis to help build their independence.

An unexpected benefit and challenge of the work was the relationships developed within the group of young people undertaking the mailout work. At times friendships could blossom but at other times different clients did not get on with each other. Learning to manage this and to adopt a professional working relationship was another useful skill to prepare clients for further employment.

Although focused on employment, the close relationship that Toucan has with clients means that inevitably other issues are raised for example around benefits entitlements. Some of these, Toucan feels it can helpfully respond to directly and for others it signposts to other agencies.

#### **5. Grants Administration:**

Satisfactory monitoring reports were received on time for the first two years of the grant and the City Bridge Trust is acknowledged in the organisation's accounts and annual report. It was suggested by your Officers that the organisation attend monitoring and evaluation training to make sure it is best able to 'sell' its work. Staff will be attending training in the forthcoming month. A P11 was seen at the visit and your Officer met with the postholder, Emma Griffiths.

#### **6. Concluding comments:**

City Bridge Trust's grant will come to an end in May 2013. After this time, Toucan hope that the mailout project can be incorporated into its core work to provide employment. To keep employers on board in the current economic climate Toucan may provide some mailout work for free. Toucan has exciting future plans to set up a new social enterprise café in early 2013 and a Green Fingers gardening project in Southwark and Brent which will supply fruit and vegetables to the café.

<b>Committee:</b>	<b>Date:</b>
The City Bridge Trust	30 <sup>th</sup> October 2013
<b>Subject:</b> Wembley National Stadium Trust	<b>Public</b>
<b>Report of:</b> Chief Grants Officer	<b>For Information</b>
<p style="text-align: center;"><b><u>Summary</u></b></p> <p>This report advises Members of progress and activities undertaken by the Wembley National Stadium Trust, which is administered under contract by City Bridge Trust.</p> <p><b>Recommendation</b></p> <p>That Members receive this report and note its contents.</p>	

## **Main Report**

### **1 Background**

- 1.1 Newer Members of the Committee may be unfamiliar with the Trust's role in the management and administration of the Wembley National Stadium Trust (WNST). As part of the deal which committed £120m of lottery money towards the budget of the building of the new Wembley Stadium, a legal agreement was concluded whereby the Stadium has to covenant 1% of its annual gross revenue to charitable causes (a five year grace period was allowed before the duty to pay began).
- 1.2 WNST was established as an independent charitable trust, to receive and distribute these funds – which amount to around £1m per annum. The charitable objects of WNST are to promote and facilitate grassroots and community sport for young people and anyone in need of help and support in taking part in sporting activities. Not surprisingly, WNST works closely with the senior management of Wembley Stadium and the Trust's activities help to fulfil the Stadium's corporate social responsibility ambitions.
- 1.3 Historically, the City Corporation has a long-standing connection with WNST, having provided it with pro bono legal, financial and company secretarial services.



## **2. City Bridge Trust involvement**

- 2.1 The grace period expired on 9<sup>th</sup> March 2012, prior to which the WNST trustees consulted with a number of leading trusts and foundations, including CBT, on the nature and scope of their grant making strategy. One of the trustees' initial decisions was to contract with a third party for the management and administration of the Trust's business – but one which would keep WNST's work independent and distinct. A number of potential providers were invited to bid, including CBT. This was submitted - with the support of the then Town Clerk and Chairman on the basis that the work was charged on a full cost recovery basis – and was successful. CBT therefore took over this responsibility on 1<sup>st</sup> April 2012. The end of September 2013 therefore represents the mid-point of the initial three year contract.
- 2.2 This is the first occasion on which the Trust has administered wholesale another Trust's activities. The award of the contract reflects well upon the City Corporation and the City Bridge Trust. Undertaking this work helps the Corporation to fulfil its remit of supporting the Capital and the nation, using its skills and expertise to develop and enhance a valuable initiative for local communities. It is also recognition of the City Bridge Trust's place amongst the leading charitable trusts and foundations. The WNST trustees were clear that they wanted to partner with a well-respected, robust and experienced funder to take care of it business. The contract therefore enhances the reputation of both CBT and the City Corporation.
- 2.3 There are also practical benefits for CBT. For example, in planning for the Trust's new grants programmes, it was agreed that funding applications and monitoring reports should be submitted wholly on line. This is already the practice at WNST, which uses the same in-house systems as CBT. This experience has been valuable in helping CBT establish its new procedures.

## **3 WNST activities**

- 3.1 The contract is delivered by one of CBT's experienced senior members of staff seconded to work for WNST three days a week, as the Trust's Chief Executive Officer, with dedicated administration support from within the CBT team. The CEO works directly to the WNST board, chaired by Lord Harris of Haringey, with other members including: Sir Rodney Walker, one of the country's leading sport's administrators; former Paralympian Baroness Tanni Grey-Thompson; the Chair of Sport England, Nick Bitel; and from the City Corporation, Alderman Gordon Haines.

- 3.2 The CEO is responsible for all aspects of both the strategic development and day-to-day running of the Trust. This has included undertaking wide-ranging consultation exercises to inform the Trust's grants initiatives; developing the content and procedures for the programmes; assessing all applications and monitoring the grants awarded; establishing and maintaining the WNST web site ([www.wnst.org.uk](http://www.wnst.org.uk)); devising and maintaining financial and banking procedures; drawing up the annual accounts and working with the appointed external auditors; writing the WNST annual review; and generally acting as an ambassador for the Trust to promote its work.

#### 4 **WNST grants programmes**

- 4.1 WNST currently operates, or has plans for, three grants programmes. Each receives approximately one-third of the available annual income:

#### 5 Community sport in LB Brent

- 5.1 It is self-evident that those living in the immediate vicinity of the Stadium are those most affected by its activities. It is therefore right that the Trust should put something back into these communities.

- 5.2 Within the Brent programme, there are two schemes:

*Community awards* – grants of up to £2,500 for smaller local groups, towards the costs of equipment, pitch hire, coaching or other running costs.

*Strategic awards* – grants of up to £25,000 to more established organisations for larger capital purchases or more in-depth projects.

- 5.3 Two grants rounds are run each year (summer and winter). This year, we have supported around 60 local groups with grants worth in excess of £450,000. There is an expectation that there will be a good proportion of football projects within the overall portfolio, but we have funded a diverse range of sports from cricket, rugby and tennis to athletics, volleyball, cycling and even roller skating.

#### 6 Disability Sport in London

- 6.1 The trustees were keen to support some activity across the capital and after consideration of a number of options, alighted on the desire of many disabled people to give sport a try. The London 2012 Paralympics inspired many disabled people to see that sport could be for them – especially after most have been dissuaded from proper participation, whether at school or elsewhere. What is often lacking is the availability of quality inclusive or disability specific opportunities in which to take part. There is also very little organised competitive sport for disabled Londoners.



- 6.2 WNST is supporting 11 high-profile projects across London over the next three years, with grants totalling £800,000 to help address these issues. To ensure the quality of the provision, all funded organisations must adopt 'Inclusive & Active 2', the kitemark for best practice, overseen by Interactive (themselves a CBT grant recipient). All the projects must also either be expanding provision, piloting a new approach or developing work that can be replicated.
- 6.3 WNST's signature project is a funding partnership with The Football Association to deliver the London element of the national Disability Football Plan. This involves the community projects associated with each of the Capital's 15 professional football clubs, together with the four regional FAs covering London, and several major national disability charities. This programme has the potential to make a real impact on the delivery of disability sport across the capital.
- 6.4 Other projects funded include: multi-sport activities for severely disabled primary school-age children; a programme to develop and mentor young disabled cricketers as role models for others; football coaching for people with enduring mental ill health; a project to give young wheelchair users the chance to try different activities; and weekly sports sessions for people with autism.

## 7 England-wide programme

- 7.1 Wembley Stadium is the home of the many English national football teams. It is therefore appropriate to support some sporting activity across the country. However, the trustees are mindful that the annual funds available would have only a very limited impact. The intention is therefore to accumulate funds for several years, with which to fund a major, yet-to-be-decided, initiative. Initial scoping work for this programme will start later in 2013/14.

## **8 Conclusion**

- 8.1 The first 18 months of the contract to run WNST has been very successful. It is an excellent model for the sector as a whole, how two charitable foundations – each with their own governance arrangements, objectives and programmes – can work together, for their mutual benefit, pooling their expertise and experience.
- 8.2 A considerable amount of work has been undertaken to position the Trust within the sports funding world. This is now starting to pay dividends, with WNST seen as an important partner in a number of key sports initiatives. The "Wembley" brand is one that is recognised universally and its association with CBT and the City Corporation is proving to be a very positive partnership.

**Recommendation**

**It is recommended that Members receive this report and note its contents.**

**Contact:**

Stewart Goshawk, CEO WNST

Tel: 020 7332 1055

Date report written: 03/10/2013



This page is intentionally left blank