



The City Bridge Trust Committee

Date: WEDNESDAY, 12 FEBRUARY 2014
Time: 1.45pm
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

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

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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 and non-public summary of the meeting held 9 January 2014.

For Decision
(Pages 1 - 8)
4. **OUTSTANDING ITEMS**
To receive a report of the Town Clerk.

For Information
(Pages 9 - 10)
5. **PROGRESS REPORT AND EVENTS**
To receive a progress report of the Chief Grants Officer.

For Decision
(Pages 11 - 22)
6. **GRANT APPLICATIONS STATISTICAL REPORT**
To receive a report of the Chief Grants Officer.

For Decision
(Pages 23 - 28)
7. **GRANT AND STRATEGIC INITIATIVES RECOMMENDATIONS AND ASSESSMENTS**
To consider the Chief Grants Officer's report on grant recommendations as follows -

For Decision
(Pages 29 - 32)

 - a) National Army Museum - Recommended Grant £50,000

(Pages 33 - 46)
 - b) Foundation for Women's Health Research and Development FORWARD - Recommended Grant £90,000

(Pages 47 - 58)
 - c) Eaves Housing for Women - Recommended Grant £103,000

(Pages 59 - 70)
 - d) Evelyn Oldfield Unit - Recommended Grant £92,000

(Pages 71 - 80)
 - e) SPICE (London Time Credits) - Recommended Grant £385,200

(Pages 81 - 86)

- f) Greening the Economy Conference - Recommended Grant £20,000
(Pages 87 - 92)
- g) Social Finance's Impact Incubator Project - Recommended Grant £24,000
(Pages 93 - 96)
- h) Islington Giving - Recommended Grant £220,000
(Pages 97 - 100)
- i) London' Funders - Recommended Grant £100,000
(Pages 101 - 112)
- j) Voluntary Action Westminster - Recommended Grant £94,000
(Pages 113 - 124)

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

- a) Grants Recommended for Rejection
For Decision
(Pages 125 - 132)
- b) Withdrawn and Lapsed Applications
For Information
(Pages 133 - 134)
- c) Grants Approved under Delegated Authority
For Information
(Pages 135 - 136)
- d) Reports on Monitoring Visits
For Information
(Pages 137 - 142)

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

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

11. **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

12. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 9 January 2014.

For Decision
(Pages 143 - 144)

13. **REVISED MEMBERS' HANDBOOK**

To receive a report of the Chief Grants Officer.

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**

Agenda Item 3

THE CITY BRIDGE TRUST COMMITTEE

Thursday, 9 January 2014

Minutes of the meeting of The City Bridge Trust Committee held at Guildhall, EC2 on Thursday, 9 January 2014 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
Alderman Matthew Richardson
Ian Seaton

Officers:

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

Also in attendance

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

- London Youth
- Westminster Arts
- Switchback Initiative
- City Philanthropy

1. **APOLOGIES**

There were no apologies; however the Chairman noted that due to a funeral which many Members had attended, the substantive proceedings of the meeting would be delayed to allow for Members to arrive.

The Chairman gave thanks to Senior Grants Officer Karisia Gichuke for her hard work and service to the Committee as this was the last meeting she would be attending as part of her one year appointment to City Bridge Trust.

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 6, Professional Development Events attended, due to being a Director of the Livery Company Apprenticeship Scheme, which had undertaken a joint venture with Creative & Cultural Skills.

The Chairman and Mr Simon Duckworth declared a non-pecuniary interest in respect of Item 8.cc) St Ethelburga's Centre for Reconciliation and Peace due to being voters in their Wards.

3. **MINUTES**

The public minutes and summary of the meeting held on 28 November 2013 were approved as a correct record, subject to the following amendments –

- Item 2 Declarations of Interest corrected to read Deputy Ken Ayers, Marianne Fredericks and the Chairman's non-pecuniary interest under Item 9.a) Pan-London Personalisation Project, due to their involvement with Broadway Homelessness Support, and not Item 8.b) National Theatre.

Matter Arising

Item 13 (The COL as Trustees of Bridge House Estates) - The Chairman noted that a report on this matter would be received at the next meeting of the Court of Common Council.

4. **OUTSTANDING ITEMS**

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

Members were informed that a satisfactory budget had been received for 2013/14 from Young People Matter.

5. **PROPOSED REVENUE BUDGETS - 2014/15**

The Committee considered the annual submission of the revenue budgets overseen by the City Bridge Trust Committee that sought approval for the proposed 2014/15 budget for subsequent submission to the Finance Committee.

The Chamberlain noted that the decrease of £6.526m in budgeted net expenditure for 2014/15 was mainly due to the removal of two one-off grant programmes provided in 2013/14, one towards young people Not in

Employment, Education or Training (£3.2m) and the other for the expansion of City Carers Open House (£280,000), and the removal of a one-off budget carry forward of £2.966m from 2012/13 to 2013/14.

RESOLVED – That,

- a) the provisional 2014/15 budget be approved for submission to the Finance Committee; and
- b) the Chamberlain be authorised to revise the budget to allow for any necessary realignment of funds resulting from corporate projects.

6. PROGRESS REPORT AND EVENTS

The Committee considered the regular progress report and events update of the Chief Grants Officer.

The Chief Grants Officer noted Members were asked to approve the principles of the draft report listed in Appendix B to his Progress Report – Resourcing for the City of London Corporation’s Social Investment Activity, which sought to make recommendations on the future resourcing of the City’s social investment work following the first year of operation of the Social Investment Fund.

The Chief Grants Officer stated that Social Investment Board officers had been examining fund management costs and were working towards bringing more financial expertise in-house, before third parties were consulted on social investments.

The Committee received a presentation from City Philanthropy Manager, Cheryl Chapman, which outlined the achievements of the organisation in its first full year of funding. The City Philanthropy exhibition, which documented the history of philanthropy in the City had received good media coverage and a book was now available which was sold online. Work and networks were being established with other organisations to grow philanthropy in the City, including the Lord Mayor’s Office, The City Funding Network and Young Philanthropy.

A Member raised concern over a lack of awareness of the work of Young Philanthropy previous to this presentation. Members and Ms Chapman discussed the aims of City Philanthropy whose success rested on achieving the support of City companies as well as the support of City Bridge Trust Members to build awareness of the role of City Philanthropy.

7. GRANT APPLICATIONS STATISTICAL REPORT

The Committee considered a report of the Chief Grants Officer, which dealt with the recommendations relating to applications received on the current programmes. Members noted that a total of 27 applications would be dealt with at the meeting, of which 10 were recommended for approval, 6 recommended for rejection, 3 had been withdrawn and 2 had lapsed. 6 were noted as proposed for approval under delegated authority.

The Deputy Chairman remarked that Table 2 – Grant approvals by outcome area – was in a much-improved format but, in future, could provide more details on the trends, the balance of funds, and additional analysis. In reply, Officers

advised they were happy to amend the report as advised and to receive further comments on the structure of the report so that it could best serve as a strategic tool.

RESOLVED – That,

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

8. **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 8.f) (Shoreditch Trust) – officers noted that the revised amount requested was due to the organisation’s revision to its original funding request for two full time posts, which was not Trust policy.

Item 8.g) (The Switchback Initiative) – officers noted that they had examined the trend of deficit spend and were satisfied with the figures to date.

Item 8.i) (Action for Kids) – Members expressed concern over the small number of active volunteers, and officers replied that the number listed was with regard to those volunteers which worked at the headquarters and not across London boroughs. Officers remarked the charity had developed a strong reputation to date with employers.

Item 8.j) (Partnership with Prisoners Abroad) – the Chief Grants Officer stated the programme would receive a Trust grant contribution for an 18 month period initially, upon which support would be re-assessed. Members requested that it be noted the Director of Economic Development at the City of London Corporation was a Trustee of Prisoners Abroad.

8.a) **British Wheelchair Basketball - Recommended Grant £80,380**

£8,380 over three years (£26,000; £26,780; £27,600) for the salary of the full time Wheelchair Basketball London Development Officer.

8.b) **Paddington Development Trust - Recommended Grant £80,000**

£80,000 over two years (2 x £40,000) as a final contribution towards the salaries and associated running costs of PDT’s community development work in Queen’s Park on condition that a satisfactory monitoring report is provided for the current grant.

8.c) St Ethelburga's Centre for Reconciliation and Peace - Recommended Grant £89,500

£89,5000 over three years (£33,7000; £27,800; £28,000) for the salary and costs of developing programme for emerging leaders from divided communities in London to build improved community relations and promote community engagement.

8.d) Ace of Clubs - Recommended Grant £47,400

£47,400 over 3 years (£10,400; £18,500; £18,500) towards the salary and associated costs a Centre Manager (30hpw), subject to the Trust not being the organisation's largest single funder in years 2 and 3.

8.e) Westminster Arts - Recommended Grant £72,000

£72,000 over three years (£17,000; £25,000; £30,000) towards Westminster Arts' Resonate programme, on the conditions that the balance of funding is raised.

8.f) Shoreditch Trust - Recommended Grant £132,700

£132,700 over three years (£43,000;£44,000;£45,7000 towards a full time Lead Facilitator and the running costs of Blue Marble Training programme to support care leavers and ex-offenders to develop skills and access opportunities for fulfilling careers in food.

8.g) The Switchback Initiative - Recommended Grant £96,000

£96,000 over three years (£31,000; £32,000; £33,000) towards the salary and running costs of a Switchback Mentor to provide long-term, semi-therapeutic relationships for young adult offenders from London.

8.h) Advice UK - Recommended Grant £75,000

£75,000 over two years (£50,000; £25,000) towards the salary and associated running costs of a 3 day a week Development Consultant in order to establish the BAMER Advice Network as an independent organisation.

8.i) Action for Kids - Recommended Grant £107,700

£107,000 over three years (£36,500; £35,600; £35,600) for the salary of a f/t Job Coach and related project costs to help young disabled Londoners into employment.

8.j) Partnership with Prisoners Abroad - Recommended Grant £330,000

£330,000 from the City Bridge Trust grants budget for 2013/14 in order to establish and administer a hardship fund for destitute British citizens returning to London after imprisonment overseas.

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

9.a) Applications recommended for rejection

The Committee considered a report of the Chief Grants Officer which recommended that 6 grant applications from the Investing in Londoners and Working for Londoners programme be rejected for the reasons identified in the schedule attached to the report.

9.b) Withdrawn and Lapsed Applications

The Committee received a report of the Chief Grants Officer which provided details of 3 applications which had been withdrawn.

9.c) Grants Approved under Delegated Authority

The Committee received a report of the Chief Grants Officer which advised Members of 6 grants, totalling £52,526, which had been presented for approval under delegated authority to the Chief Grants Officer in consultation with the Chairman and Deputy Chairman.

Members remarked that funding listed for City Bridge Trust to complete the Parklife London website as part of the Trust's Growing Localities Initiative, looked as if the Trust was paying itself. Members and officers discussed that this additional funding had been agreed as a delegated authority through the grant application approved by the Committee.

Members requested that these instances be clarified in future, either through the Chief Grants Officer's report or by including a category of delegated authorities to note such exceptions in the report received by the Committee.

9.d) Reports on Monitoring Visits

The Committee received a report of the Chief Grants Officer relative to 2 visits that had been undertaken.

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

Questions were raised in respect of the following -

The Deputy Chairman queried whether the Trust should consider directing funding to projects or charities in any of the London boroughs where social tensions were evident. Members felt that more energy should instead be spent locating suitable projects/charities to fund at all times across the boroughs, and particularly those that were receiving less Trust funds.

The Chief Grants Officer advised that Officers were considering a proposal to Members at the February and March 2014 meetings to earmark funds from the Trust's underspend for some higher level, pro-active grants. Members

suggested that those funding applications, that had successful support models, could be rolled out to those boroughs that were currently underrepresented.

11. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS TO BE URGENT

There were no items of urgent business.

12. 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.

Item No	Exempt Paragraphs
13	3
14	3

13. NON-PUBLIC MINUTES

The non-public minutes of the meeting held on 28 November 2013 were approved as a correct record.

14. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE

Questions were raised in respect of the following –

Funding for special projects.

15. 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 3.02pm

Chairman

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Item	Action	Officer responsible	Progress by
30 October 2013			
Social Investment funding	Update report on CBT grantees who may be able to access Social Investment funding.	Tim Wilson	Market analysis to start December 2013. New grants programme (part of Investing in Londoners) to launch March 2014
Outstanding Financial Conditions: CBT Committee – 9 January 2014			
Paddington Development Trust	Grant subject to receipt of satisfactory monitoring report for current grant.	Jenny Field	31st March 2014
Outstanding Financial Conditions: CBT Committee – 4 September 2013			
Castlehaven Community Association	Grant conditional on securing full match funding.	Joan Millbank/Chamberlain	Organisation expects to know outcome of match-funding bid in March/April 2014
Outstanding Financial Conditions: CBT Committee – 28 November 2013			
Otakar Music Trust	Grant subject to satisfactory budget for 2014	Ciaran Rafferty/Chamberlain	Anticipated 9 th January 2014
SSBA Community Trust	Grant subject to receipt of satisfactory audited accounts for the period ended 31 st March 2013	Sandra Davidson/Chamberlain	Due by 12 th February 2014

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Agenda Item 5

Committee:	Date:	Item No.
The City Bridge Trust	12 th February 2014	
Subject: Progress Report	Public	
Report of: Chief Grants Officer	For Decision	
<u>Summary</u>		
<p>This is a regular Progress Report by the Chief Grants Officer.</p> <p>Recommendations – That:</p> <ul style="list-style-type: none">i) you receive this report and note its contents; andii) you approve an allocation of £300,000 from your grants budget for 2013/14 for delivery of the London Youth Quality Mark Awards scheme, andiii) you increase your allocation for Strategic Initiatives for 2013/14 by up to £2.5m.		

Main Report

1.0 Business Plan Update for Quarter 3

- 1.1 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.
- 1.2 You will note that each KPI is designated a 'traffic light' status. Seven 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 is showing an amber status ('off track but with actions in place to improve') because it has not been possible to meet the target of concluding the assessment of all applications made on your old Working with Londoners by your January 2014 meeting. At the time of writing, nine Working with Londoners applications remained pending, of which five are recommended for a grant at today's meeting. The delay has been caused as a result of the need for additional information from the applicants concerned to assist in the assessment of their proposals. However, it is anticipated that the remaining four applications will be brought to your March 2014 meeting.
- 1.3 Business planning across the Corporation for 2014/15 is now underway and officers anticipate bringing the 2014/17 City Bridge Trust Business Plan for your approval to your Committee meeting in March 2014.

2.0 Strategic Initiatives 2013/14

- 2.1 Since, 2002/03, you have agreed that up to 5% of your total annual grants budget could be used towards Strategic Initiatives that would inform and add value to your wider grant-making, as well as position the Trust as a strategic and creative grant-maker. Over the years, you have supported a number of Strategic Initiatives that have built your reputation in this respect, such as your instigation of the *Fear and Fashion* initiative in collaboration with four other funders; your support for Islington Giving, a coalition of funders and other partners tackling poverty in Islington (and the subject of a proposal to replicate the model in other parts of London included in your papers today) and your 'City Philanthropy – a Wealth of Opportunity' initiative - a cluster of philanthropic activities designed to inspire and grow the next generation of City Philanthropists.
- 2.2 2012/13 saw an unprecedented call on your budget for Strategic Initiatives as you responded to changing and unparalleled need in the charitable operating environment. For example, your ability to engage with the social investment agenda has been accelerated through the support of a Social Investment Specialist in 2012/13 and 2013/14 resourced from your allocation for Strategic Initiatives.
- 2.3 As a consequence of this additional demand, you agreed at your October 2012 meeting to increase the allocation of 5% of the 2012/13 grants budget (£847,500) by an additional £500,000 in order to meet the cost of initiatives then in development. As London's largest grant-maker, your strategic importance to London's voluntary sector is more important than ever, and officers anticipate a growing role in the future for the Trust as a 'pro-active' funder, in parallel and complementary to your day-to-day grant-making activity on your open programmes.
- 2.4 At your last meeting, we advised you that several higher value Strategic Initiatives would be brought to your February and March 2014 meetings. Included amongst your papers today are three such initiatives (the expansion of the London Time Credits; the development of Islington Giving's model into other parts of London; and support for Social Finance's Impact Incubator) with a recommended total of £629,200.
- 2.5 Other Strategic Initiatives in the pipeline are set out in Table 1 below and will be brought to your March 2014 meeting. The estimated total for these is £2,021,750. You will see from today's 'Grant Applications Statistical Report' that if all recommendations at this meeting are approved, there remains £6.5m in your grants budget for 2013/14. Your allocation for Strategic initiatives in 2013/14 was £900,000 (5% of £17.98m). Before today's meeting, a total of £605,507 had been approved from this sum, leaving a balance of £294,493. You are asked to increase your allocation for Strategic Initiatives by up to £2.5m to enable the proposals before you today, and those in the pipeline, to be

funded. This will not be at the expense of applications considered on your open programmes.

Table 1:

Organisation	Amount*	Purpose
City Philanthropy	120,000	To expand the current level of activity
Young Philanthropy	71,750	To meet growing demand
Beacon Awards	50,000	To repeat the Beacon Awards for City Philanthropy during 2014-16
Legal Aid Support Trust	450,000	For dispersal to London advice agencies
London Youth	250,000	For a London-wide inclusion project
Thames 21	350,000	Three-year scheme to improve natural drainage systems
Open Spaces	450,000	Continuation of education work on Hampstead Heath and Epping Forest
Lord Mayor's Continuum	130,000	Continuation of current grant for 2 years
Media Trust	150,000	Continuation of Young Reporters Project
Total	2,021,750	

***these are current best estimates and may be subject to change**

- 2.6 Even allowing for this additional allocation for Strategic Initiatives, there is likely to be a balance of between £3m and £4m on your grants budget for 2013/14. As reported verbally at your last meeting, officers are investigating options for granting this money for the benefit of London's communities. These include a targeted small grants programme, as well as a successor scheme for your Growing Localities initiative. (A report requesting a budget of up to £20,000 to organise a 'Greening the Economy' conference is included in your papers today. Should you approve this sum, it is anticipated that the learning from the conference will be used to help inform and shape the development of the successor to Growing Localities).
- 2.7 Officers will bring proposals to your next meeting to seek approval to carry forward the unspent grants budget from 2013/14 into 2014/15 in order to develop these grants programmes.

3.0 The Value of Peer Support

- 3.1 In January your officer, Ciaran Rafferty, attended an event to launch a new research report by the HIV charity *Positively UK*. You are currently funding the organisation's peer support work with young people – a grant which has been making very good progress.
- 3.2 This research sampled a wide variety of the charity's 1,000+ users, ranging in age from 15-73 years. People living with HIV are from all backgrounds and sexuality – 85% of this sample were heterosexual; 71% were female; 64% were Black-African. Many young people living with HIV contract it at birth. (There was a powerful presentation from a 15 year old service user who was infected at birth but his mother didn't tell him and he only found out when, aged 9, a clumsy receptionist at his doctor's surgery blurted it out.)
- 3.3 The research, undertaken to recognised academic standards, found that Peer Support does improve the physical, emotional and social well-being of people living with HIV. Face-to-face support was infinitely more popular than email/telephone support and it enables people to better manage their treatments.
- 3.4 One of the report's champions, Professor Jane Anderson (consultant physician and honorary senior lecturer at Barts and The London Hospital), stated that such projects are vital to the NHS not only for the positive effect on health and well-being but also for ensuring that statutory health services are responsive and fit for purpose. (A copy of the report is available in the Trust's office.)

4.0 Allocation of Funds for London Youth Quality Mark Awards scheme

- 4.1 Members will be familiar with the London Youth Quality Mark Awards programme which is a strand of Investing in Londoners. It was launched in late October 2013 at an event attended by the Chairman and by HRH The Duke of Edinburgh, Patron of London Youth.
- 4.2 The scheme's aim is to support youth work in London by promoting and supporting the highest standards of service delivery by implementing a grant award scheme in partnership with London Youth (the membership body for youth work providers in the capital). The scheme will reward those organisations which achieve the accredited Quality Mark to either silver or gold standard.
- 4.3 As the first of these awards is imminent your approval is sought to allocate a set sum for this programme for the next year. With the average award being c.£5,000 and London Youth estimating that it could process 40-50 Quality Marks in a full year it is recommended that funds

up to a maximum of £300,000 be allocated to this scheme for the next 12 months.

- 4.4 Awards made through this scheme will be reported to your Committee at your meetings as part of the regular grant analysis data within your papers (the Grant Applications Statistical Report).

Recommendations – That:

- i) you receive this report and note its contents; and
- ii) you approve an allocation of £300,000 from your grants budget for 2013/14 for delivery of the London Youth Quality Mark Awards scheme, and
- iii) you increase your allocation for Strategic Initiatives for 2013/14 by up to £2.5m.

David Farnsworth, Chief Grants Officer
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Report written: 29th January 2014

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Review of CBT Business Plan Progress - April 2013 - January 2014

KPI	Description	Date/Target	Progress	Status
Objective 1 - Grant Making - to agree, implement and promote our new grants programmes				
1	Conclude assessment of all applications received on Working with Londoners	Jan-14	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. It had been anticipated that decisions on all these would be completed by the January 2014 Committee meeting. Whilst this is the case for the majority of these applications, in some instances additional information was required in order to complete the assessment, leading to some slippage in the timetable. At the time of writing this, 9 applications remained pending, of which 5 are recommended for a grant at the February 2014 Committee meeting. It is anticipated that the remaining 4 will be brought to the March 2014 Committee meeting.	A
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 London Youth Quality Mark Awards were launched on 30th October 2013 and the Arts Apprenticeships were launched on 18th November. Partnership arrangements with the Buttle Trust and Prisoners Abroad to establish hardship funds for individuals in need were approved in November 2013 and January 2014. Other closed programmes are due to be rolled out over the next 5 years.	G
Objective 2 - Monitoring and Evaluation - to continue the development and implementation of our monitoring and evaluation systems				
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 identified organisations they wished to visit. Some of these have been done whilst others 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, the Committee agreed new monitoring and evaluation policies for our Investing in Londoners programmes due for implementation during 2014/15. A Stakeholder Perception study has been commissioned which is due to commence in February 2014.	G
Objective 3 - Strategic Initiatives - to progress a programme of strategic and special initiatives				
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.	Growing Localities: Eight films were completed by September 2013. In addition, a Media Trust film, featuring Growing Localities grantees and narrated by Blue Peter presenter, Chris Collins, was broadcast on the Community Channel on 26th and 28th May 2013. Lemos & Crane have been commissioned to run the 'Growing Localities' Awards for a second year. 140 applications received, exceeding the target of 100. Judging is due to take place in March 2014. Wembley National Stadium Trust: The third grants round was launched in October 2013 (2 rounds benefitting Brent groups and one London-wide) which was over subscribed by 3x. Awards totalling £145k were approved by WNST Board in January 2014.	G

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 the City Philanthropy Manager in the Evening Standard. The Telegraph ran an in-depth interview with Heather Rabbatts CBE in November 2013 who is due to receive the Freedom of the City in recognition of her charitable work. The interview took place at Charterhouse during the City Philanthropy Exhibition which was launched by the Lord Mayor at Charterhouse on 29th October 2013. The exhibition attracted widespread media interest, including news items on national TV and radio, as well as national press and social media. A book on City Philanthropy was launched at the same time. 150 attended the opening whilst attendance at the exhibition by the public has averaged 100 people a day. A complementary programme of events took place during November which draw in a further 440 visitors. 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. The second event took place on 4th December and raised £32,000 for four charities. 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. UK Community Foundations, which runs the Beacon Fellowship awards, has drawn up proposals for running the Beacon Award for a second time during 2014-16 which will be considered at the March 2014 Committee meeting, alongside proposals to build on the momentum of City Philanthropy and expand its activities.	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. Investment criteria are subject to regular review by the Social Investment Board. Six investments totalling £2.6m have been approved to date, of which four (£1.8m) were approved during the period April to December 2013. Proposals for the future resourcing of the City Corporation's social investment work were approved by the City Bridge Trust, Finance and Policy & Resources Committees in January 2014.	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, as well as your new Investing in Londoners programmes, with sixteen releases reaching several outlets (one release is often picked up by several local papers). Champollion continued to work on the Parklife London website (still in beta phase) which has attracted considerable social media attention, notably through influential bloggers. The site should be complete by the end of March 2014.	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's mid-year appraisals have taken place and line managers are on track to complete end of year appraisals by April 2014. The CBT team will set new learning objectives for 2014/14 at the same time.	G

Page 18

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

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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

THE CITY BRIDGE TRUST

Professional Development Events, Conferences and Seminars Attended 21st December 2013 to 27th January 2014

Date	Organisation	Type of Event	City of London's Representative	Location/ Borough	Summary Comments
06/01/14	Thames21	Monitoring visit	Alderman Alison Gowman; Ian Seaton; Ciaran Rafferty, Principal Grants Officer	City	Regular monitoring visit to hear of the charity's work supporting local people to keep London's waterways clean.
08/01/14	BBC Children in Need	Grants Committee	Ciaran Rafferty, Principal Grants Officer	White City	Your officer sits on the CiN committee.
21/01/14	Positively UK	Report launch	Ciaran Rafferty, Principal Grants Officer	Portman Square	A fuller report is contained within the Chief Grants Officer's report.
07/01/14	Southbank Centre	Monitoring Visit	Alderman Alison Gowman; Karisia Gichuke, Senior Grants Officer	The Southbank	This was a regular monitoring visit to the Southbank Centre and included a visit to the Garden and meeting the project workers.
13/01/14	Step by Step	Visit	Jemma Grieve Combes, Grants Officer; Anita Williams, Payments Officer	Hornsey Road Leisure Centre, Finsbury Park	Visit to see an ice-skating session with disabled children and young people from the Orthodox Jewish community as part of a City Bridge Trust funded project.
16/01/14	City of London Corporation	The London Government Dinner	The Chairman; Several Members; Chief Grants Officer	Mansion House	The Lord Mayor hosted Dinner for London Government representatives and officers from all London Boroughs; and thanked them for their contribution to London.
16/01/14	London Funders	Board meeting	Jemma Grieve Combes, Grants Officer	Kings Cross	Board meeting of London Funders, a membership organisation where your Officer is a trustee.

17/01/14	WAC Arts	Visit	Deputy Ken Ayers; Chief Grants Officer	London NW3	WAC Arts hosted a tour of their building and showed their work providing training in the performing arts and digital media for young people from disadvantaged backgrounds.
21/01/14	London Funders	Event	Chief Grants Officer; Jemma Grieve Combes, Grants Officer	Macquarie, City	Poverty and Austerity: patterns and responses in London – an event looking at two programmes of research on poverty and social issues and the implications for funders in London. Chaired by the Chief Grants Officer.
22/01/14	Association of Charitable Foundations	Seminar	Tim Wilson, Principal Grants Officer	Kings Cross	At the invitation of ACF, your officer led a training session on monitoring and evaluation for an audience of twenty other grant-makers.
23/01/14	City of London Corporation	Lecture	Chief Grants Officer	Mansion House	The second City's Giving Lecture of the Lord Mayor's Charity Leadership Programme; delivered by Sir Ronald Cohen, on the theme "Revolutionising Philanthropy – Impact Investment".
24/01/14	The Clink	Funders' Meeting	The Chairman; Vivienne Littlechild; Chief Grants Officer	HMP Brixton	An update on the development of the Clink's third restaurant, and a tour of the site was given to their funders prior to the 27 th February public launch.
23/01/14	Action for Stammering Children	Monitoring visit	Vivienne Littlechild; Ciaran Rafferty, Principal Grants Officer	Michael Palin Centre, Islington	Regular monitoring visit to this unique and impressive organisation.

General Events and Receptions
Attended 21st December 2013 to 27th January 2014

Date	Organisation	Type of Event	City of London's Representative	Location/ Borough	Summary Comments
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21/12/13	Connaught Opera	Concert	The Chairman	Isleden House	The Chairman attended a performance by CBT funded Connaught Opera at Isleden House, a City of London Corporation sheltered housing scheme, of which the Chairman is champion.
14/01/14	London Symphony Orchestra	Dinner	The Chairman; Wendy Mead	The Barbican Centre	The Chairman and Wendy Mead attended the London Symphony Orchestra Chairman's Dinner. LSO Outreach work was funded by CBT from 2010-2012. The guest of honour was Sir Peter Maxwell Davies, Master of the Queen's Musick (sic).
21/01/14	Kazzum	Play	Tim Wilson, Principal Grants Officer	Oxford House, Bethnal Green	Your officer attended a drama produced by your grantee, Kazzum. Highlighting the personal difficulties involved for young people seeking asylum in the UK, this was a very-well produced play performed in front of an audience of local school children.

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Committee:	Date:
City Bridge Trust	12 Feb 2014
Subject: Grant Applications Statistical Report	Public
Report of: Chief Grants Officer	For Decision

Summary

This paper summarises applications received and action taken under your grants programmes in 2013/14. 21 applications will be dealt with at today's meeting for a total recommended sum of £1,179,700. This leaves £6,504,040 unspent on your grants budget for 2013/4 with 1 meeting remaining.

Recommendation(s)

Members are asked to:

- Note the report
- Consider the grant recommendations in the subsequent annexes

Main Report

Background

- 1.1 This paper summarises action taken in 2013/14 on grant applications received under your Working with Londoners and Investing in Londoners grants programmes. It charts overall spend against your current year grants budget, grants made by programme outcomes, action taken on applications received and a summary of today's recommendations.
- 1.2 City Bridge Trust grants are awarded in line with your policy guidance which includes the priorities and exclusions that were ratified for the Trust by the Court of Common Council, in July 2013.

Grants budget 2013/14

- 2.1 21 applications will be dealt with at today's meeting for a total recommended sum of £1,179,700. The implications of today's recommendations are shown in Table 1 against the original grants budget for 2013/14. The overall grants budget includes £2,892,000 carried forward from 2012/13 (approved by the Resource Allocation sub Committee in July 2013) and grant spend written back or revoked in 2013/14 to date of £142,710.
- 2.2 If you agree the applications recommended for a grant today this will leave £6,504,040 unspent on your grants budget for 2013/4 with 1 meeting remaining. The Chief Grants Officer's report, elsewhere in your report, proposes options for using the remaining budget.

Table 1: Overall spend against 2013/14 budget

	Grants budget	Grants spend
Original Grants Budget	£14,950,000	
Carry forward from 2012/13	£2,892,000	
Write-Backs & Revocations	£142,710	
Total Budget Available	£17,984,710	

Previous committee meetings		
April 2013		£1,430,095
May 2013		£959,930
June 2013		£992,107
July 2013		£1,126,120
September 2013		£1,195,427
October 3/13		£1,162,395
October 30/13		£1,102,160
November 2013		£1,169,530
January 2014		£1,163,206
Sub-total approved spend		£10,300,970
Remaining budget	£7,683,740	

Today's recommendations		
February 2014		
Working with Londoners		£335,000
Investing in Londoners		£844,700
Total January 2014		£1,179,700
Total Spend		£11,480,670
Remaining budget	£6,504,040	

Grants made by outcome area

- 3.1 This is an unusual month as grants have been recommended across both your Working with Londoners and new Investing in Londoners grants programmes. Working with Londoners is dealt with first. Table 2 shows the breakdown of grants awarded this financial year by outcome area for Working with Londoners and Charts 1 and 2 show the proportion of grants awarded, including today's recommendations by outcome area. Chart 1 is based on the number of grants awarded and Chart 2 is based on the value of grants awarded.

Table 2: Grant approvals by outcome area (Working with Londoners)

Fund/Program	Number of grants			Value of Grants		
	Year to date	Today's meeting	Total	Year to date	Today's meeting	Total
Accessible London	24	1	25	£1,179,932	£50,000	£1,229,932
Accessible Sports	4	0	4	£234,080	£0	£234,080
Bridging Communities	23	1	24	£1,427,245	£90,000	£1,517,245
Eco Audits	6	0	6	£14,105	£0	£14,105
Improving Londoners' Mental Health	12	0	12	£857,450	£0	£857,450
London's Environment	13	0	13	£656,270	£0	£656,270
Older Londoners	18	0	18	£1,229,855	£0	£1,229,855
Positive Transitions to Independent Living	23	0	23	£1,816,750	£0	£1,816,750
Strengthening the Third Sector	14	2	16	£1,274,500	£195,000	£1,469,500
Exceptional Grants	1	0	1	£80,000	£0	£80,000
Strategic Initiatives	11	0	11	£605,507	£0	£605,507
Grand Total	149	4	153	£9,375,694	£335,000	£9,710,694

Chart 1: % grants made by outcome area by number of grants (Working with Londoners)

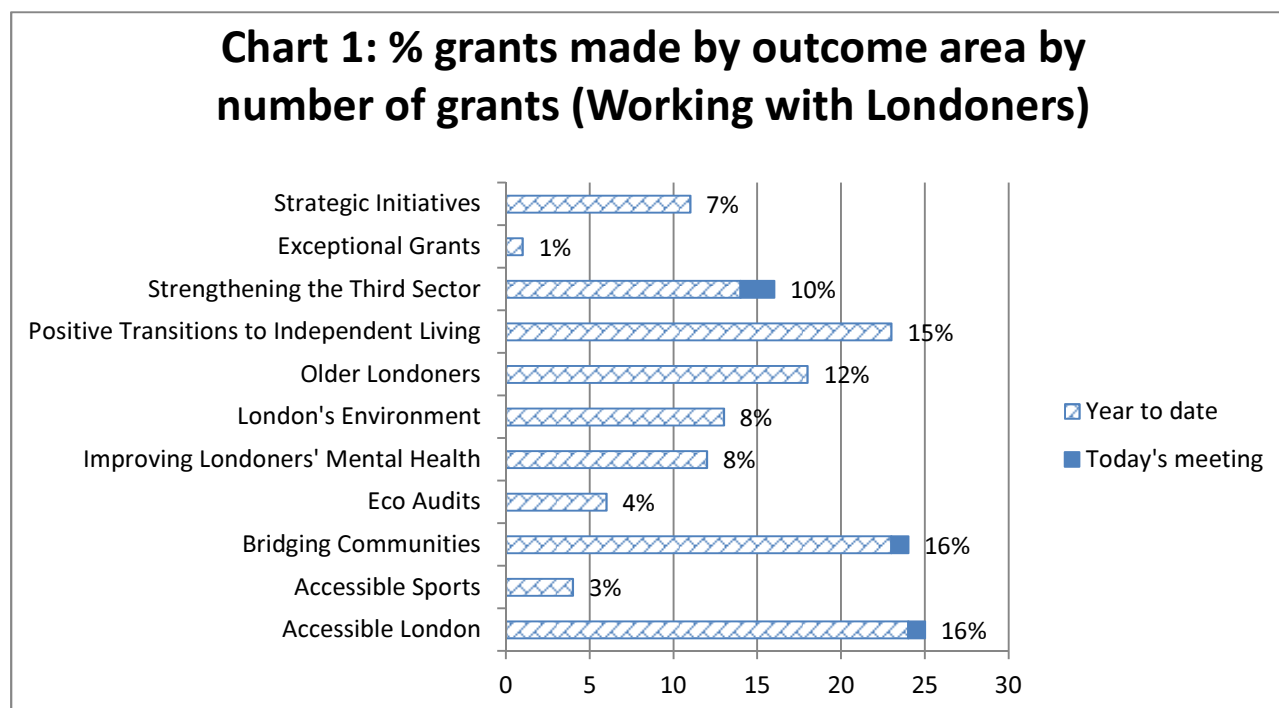
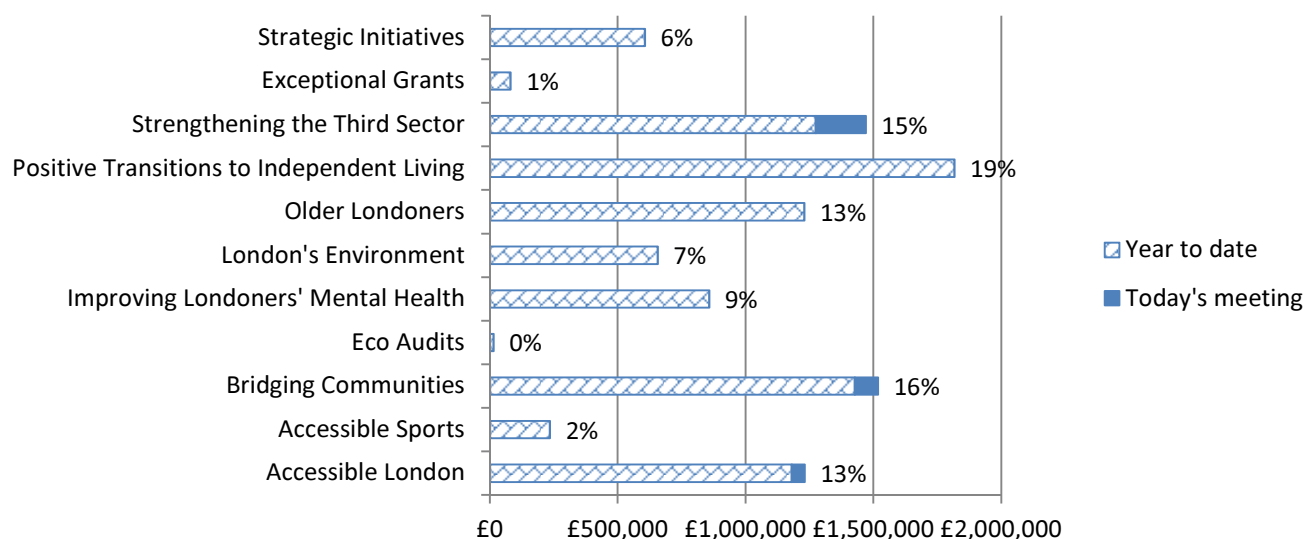


Chart 2: % grants made by outcome area by value of grants (Working with Londoners)



3.2 Although you have awarded grants across all of your funding priorities you will see that there is some variation in the proportion of grants awarded by programme. The programmes you have awarded most grants for in terms of number and grant amount are Positive Transitions to Independent Living, Bridging Communities and Accessible London. Grant awards under Strengthening the Third Sector have also been high by value although the number of grants awarded is lower. This is because awards made under this programme are often relatively high due to the strategic nature of the work. Slightly fewer grants have been made under 'Improving Londoner's Mental Health' which is possibly due to the specialist nature of this work. There are also fewer grants for 'London's Environment' and eco-audits. Eco-audits are slightly different from your usual grants programmes as instead of receiving a direct monetary award, the Trust pays for the costs of an organisational eco-audit. This scheme has been continued under your Investing in Londoners programme and it is notable that with a new simple online application form and better promotion, numbers are steadily increasing.

3.3 Table 2 shows the grants awarded to date under your Investing in Londoners programme. You will notice a relatively large amount of funding has been awarded under 'Partnership programmes – hardship funds'. This is the block funding awarded to Prisoners Abroad and Buttle UK to administer hardship funds for prisoners returning to London from abroad and survivors of domestic violence respectively. As it is very early days for this programme the proportions of grants made have not been shown but will be in future meetings.

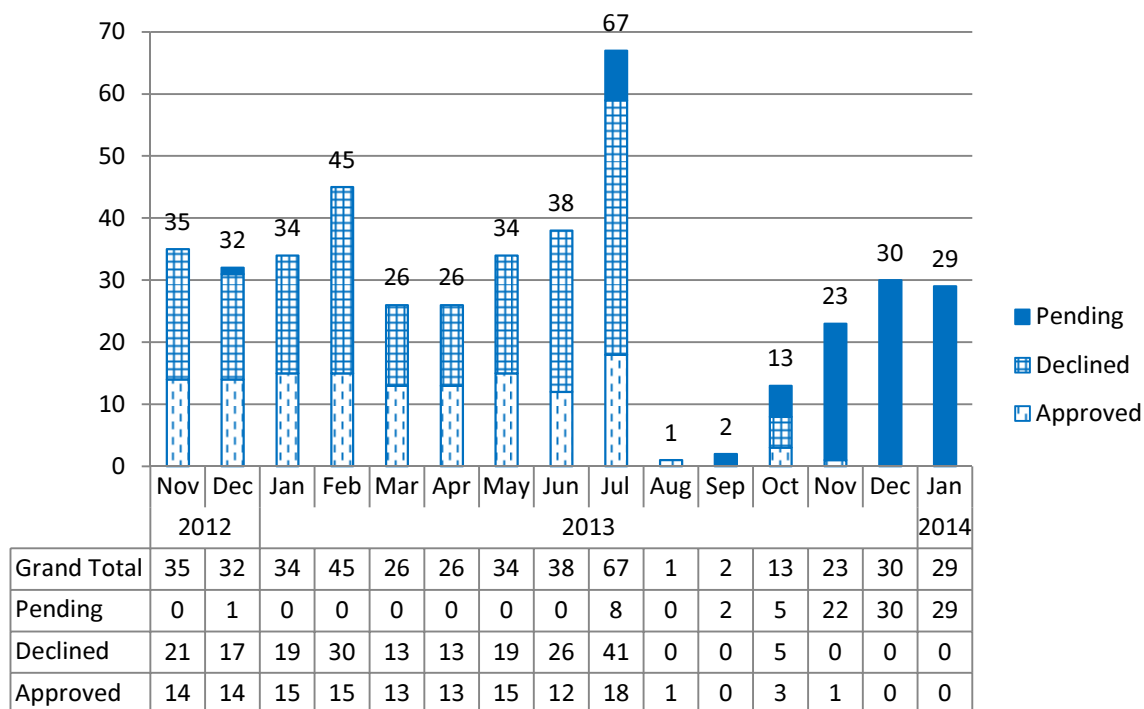
Table 3: Grant approvals by outcome area (Investing in Londoners)

Fund/Program	Year to date	Today's meeting	Total	Year to date	Today's meeting	Total
English for Speakers of Other Languages	0	0	0	£0	£0	£0
Improving Londoner's mental health	0	0	0	£0	£0	£0
Improving London's environment	0	0	0	£0	£0	£0
Making London more inclusive	3	0	3	£121,276	£0	£121,276
Making London safer	0	0	0	£0	£0	£0
Older Londoners	0	0	0	£0	£0	£0
Reducing poverty	0	0	0	£0	£0	£0
Resettlement and rehabilitation of offenders	0	0	0	£0	£0	£0
Strengthening London's voluntary sector	0	2	2	£0	£194,000	£194,000
Arts apprenticeships	1	0	1	£4,000	£0	£4,000
Partnership programmes - hardship funds	2	0	2	£800,000	£0	£800,000
London youth quality mark	0	0	0	£0	£0	£0
Eco audits	0	1	0	£0	£1,500	£1,500
Strategic initiatives	0	4	4	£0	£649,200	£649,200
Exceptional grants	0	0	0	£0	£0	£0
Grand total	6	7	12	£925,276	£844,700	£1,769,976

Applications received

- 4.1 Chart 3 shows applications received by month and the action taken (excluding strategic initiatives). You will notice that there was a large peak in applications in July. This was when your Working with Londoners grants programmes closed to new applications and the peak reflects a rush to submit applications before the closure. Your Investing in Londoners applications launched in September 2013. Application numbers are growing, with a small peak in December which looks set to continue into January with 29 applications received before the month had closed. If all the applications at today's meeting are approved 4 applications from your Working with Londoners programmes will remain pending. Your officers hope to take these remaining applications to your March meeting.

Chart 3: Applications received by month and action taken



Today’s applications

5.1 25 applications will be dealt with at today’s meeting. Table 4 notes the type of action required. Full details of each of these applications are shown in separate sections later on in your papers.

Table 4: Action to be taken on applications today

Action to be taken	No.	Working with Londoners	Investing in Londoners
Applications recommended for grant	10	4	6
Grants approved by delegated authority <£5k (to note)	1	0	1
Grants approved by delegated authority <£25k (to note)	0	0	0
Applications recommended for rejection	13	0	13
Withdrawn applications (to note)	1	0	1
Applications lapsed (to note)	0	0	0
Total applications	25	4	21

Jemma Grieve Combes
Grants Officer

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The City Bridge Trust Working with Londoners Summary of Grant Recommendations

Ref No.	Organisation	Requested Amount	Recommended Amount
<u>Accessible London</u>			
a)	11956 National Army Museum	£275,000	£50,000
<i>Total Accessible London</i>		£275,000	£50,000
<u>Bridging Communities</u>			
b)	11969 Foundation for Women's Health Research and Development - FORWARD	£90,000	£90,000
<i>Total Bridging Communities</i>		£90,000	£90,000
<u>Strengthening the Third Sector</u>			
c)	11981 Eaves Housing For Women	£103,338	£103,000
d)	11974 Evelyn Oldfield Unit	£91,830	£92,000
<i>Total Strengthening the Third Sector</i>		£195,168	£195,000
<u>Strategic Initiatives</u>			
e)	12159 SPICE (London Time Credits)	£385,200	£385,200
f)	12160 Greening the Economy Conference	£20,000	£20,000
g)	12161 Social Finance's Impact Incubator Project	£24,000	£24,000
h)	12162 Islington Giving	£220,000	£220,000
<i>Total Strategic Initiatives</i>		£649,200	£649,200
Grand Totals		£1,209,368	£984,200

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The City Bridge Trust
Investing in Londoners
Summary of Grant Recommendations

Ref No.	Organisation	Requested Amount	Recommended Amount
<u>Strengthening London's Voluntary Sector</u>			
i)	12136 London Funders	£54,000	£100,000
j)	12030 Voluntary Action Westminster	£93,869	£94,000
<i>Total Strengthening London's Voluntary Sector</i>		£147,869	£194,000
Grand Totals		£147,869	£194,000

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MEETING: 12/02/2014

Ref: 11956

ASSESSMENT CATEGORY - Accessible London

National Army Museum

Adv: Joan Millbank

Base: Kensington &

Chelsea

Amount requested: £275,000

Amount recommended: £50,000

Benefit: London-wide

Purpose of grant request: To fund a specific element of the Access works to provide disabled access to all areas of the Museum as part of its redevelopment Building for the Future, and specifically the provision of new 'through lifts' connecting all the floors.

Background

Founded by Royal Charter in 1960, the National Army Museum (NAM) cares for over one million items relating to the British Army spanning six centuries. Its collections include film archives to sound recordings, uniforms to vehicles, medals to oil paintings. Alongside conservation, documentation and its object-identification service, NAM provides exhibitions and events. It also runs educational services including talks and workshops for schools applicable to GCSE syllabuses, and learning programmes as part of army training.

In 2012 visitor numbers reached 270,000 of which approximately 54% were Londoners; 22,000 specifically related to NAM's education services including pupils from over 200 schools. NAM is recognised as the UK national Museum of the Army and is accredited by Arts Council England.

Funding History

None

Current Application

You are being asked to contribute towards 'Building for the Future', a multi-million pound redevelopment project to renovate and refurbish the Museum site in Chelsea by 2016. The project proposes a complete overhaul of the internal space, the creation of five galleries, dedicated education facilities and a Kid's Zone, and revamped café, shop and study centre. The redevelopment (NAM's first since 1980) will help to revolutionise the visitor experience, enhance learning opportunities, and contribute towards a more economically and environmentally sustainable Museum.

The lack of full disabled access is a particular concern to NAM. Approximately 21,000 (8%) of current users have a declared disability or condition. Findings from consultation surveys and focus groups indicate that this number would rise to at least 32,000 per annum if the building and its facilities were fully accessible. In addition, some 3,000 service and ex-service personnel with a disability would directly benefit from improved

access and from NAM's plans to develop and comprehensively integrate volunteers in the running of the Museum. Improved access will include accessible toilets, a changing place, two through-lifts, three platform lifts, induction loops and signage, and step-free entrance. An access audit has been carried out and Stage D architect plans reflect these requirements. Planning Consent is in place.

Financial Observations

Audited accounts for the year ended 31 March 2013 show total income of £7,315,713 and an operating surplus of £97,777 (1.3% of turnover), comprising a surplus of £111,455 on restricted funds partially offset by a deficit of £13,678 on unrestricted funds. A revaluation gain on tangible fixed assets of £407,365 and an unrealised gain on investments of £21,107 resulted in a net increase in funds of £526,249.

The charity's reserve policy does not have a target level for free reserves, however, it states that its free reserves are the amounts shown as 'Investments' and 'Net Current Assets' which are attributed to unrestricted funds. The charity receives grant-in-aid funding (as restricted funds) which is used to cover day-to-day operations, and has been secured until 2016/17. At 31 March 2013 free unrestricted reserves stood at £715,781, equating to 1.5 months' worth of 2014/15 forecast expenditure.

The latest forecast for the current year 2013/14 shows a surplus of £132,517 (1.9% of turnover), comprising a surplus of £834,932 on unrestricted funds, and a deficit of £702,415 on restricted funds. Total income shows £6,949,057, all of which has been confirmed.

The budget for 2014/15 shows total revenue income of £6,103,400, of which £5,804,000 (95.1%) has been confirmed. After expenditure of £5,594,700 a surplus of £508,700 (8.3% of turnover) is anticipated comprising a surplus of £317,500 on restricted funds and £191,200 on unrestricted funds. At 31 March 2015 free unrestricted reserves of £1,741,913 would be expected equating to 3.7 months' worth of 2014/15 expenditure.

Officer's Appraisal

The Board of NAM is well on its way to securing the funds required for its £23,250,000 capital development. Heritage Lottery has awarded a development grant of £350,000 and a conditional grant of £11,250,000 towards capital costs. Donations and pledges total £3,750,000 to date. Fundraising is seeking support from individuals, corporate sector, trust and foundations, and a public appeal. NAM has requested an exceptional grant of £275,000 to cover the full cost of installing the five lifts. Under your programme 'Working with Londoners - Accessible London', grants for accessible buildings and appeals for major venues are limited to £50,000. It is recommended, therefore, that a general contribution be made

towards accessible works undertaken within the capital building programme.

Recommendation

£50,000 towards the provision of disabled access works within 'Building for the Future' capital improvement 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)

11956

Date Received:

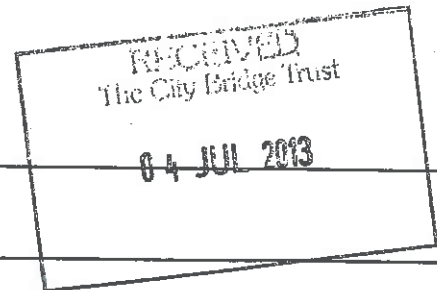
04/07/13

Programme
Area:

1

1. About your organisation

Name of organisation applying for grant: National Army Museum	
If the organisation is part of a larger organisation, what is its name?	
Address for correspondence National Army Museum Royal Hospital Road Chelsea	
Postcode: SW3 4HT Is this your home address? No	
Contact person: Mrs Rosemary Gilbert	Position: Assistant Director (Development)
Phone: 020 7881 2420	Fax: 020 7823 6573
E-mail: rgilbert@nam.ac.uk	
Website: http://www.nam.ac.uk	
Legal status of organisation: Registered Charity	
If registered, please give charity number: 237902	
Year and month organisation established: April 1960	



2. Request for funds

Under which of the Trust's themes are you applying (see our website or brochure for further details)? Accessible London - buildings
Purpose for which funds are requested: (25 words maximum) To fund a specific element of the Access works to provide disabled access to all areas of the Museum as part of its redevelopment: The provision of new 'through lifts' connecting all the floors.
How much funding is requested? Year 1: £275,000 Year 2: £ Year 3: £ Total: £275,000

3. Aims of your organisation

The National Army Museum holds the National Collections of the Land Forces of the British Crown. Its Collection is the world's largest single accumulation of the rich material culture of the British Army. Its mission is to gather, maintain and make known the story of the British Army and its role and impact in world history, and to provide a museum experience that meets the widest range of public need and connects the British public with its Army. The Museum has five strategic aims: 1) To create memorable, relevant and accessible activities aligned to audience need in order to maximise audiences and generate footfall; 2) To establish the Museum, nationally and internationally, as the first choice for the history and life of the British Army; 3) To safeguard and make accessible the collections and associated knowledge; 4) To develop a national footprint by establishing a network of partnerships, linkages and working relationships; 5) To maximise financial resilience, organisational efficiency and sustainability.

4. Main activities of your organisation

The Museum's activities are closely aligned to these strategic aims, and it is primarily concerned with the delivery of five key activities:

- 1) The collection, conservation, documentation, storage and display of its Collections.
- 2) The development of public programmes, special exhibitions and events.
- 3) The provision of lifelong educational programmes and activities for formal and informal learning groups.
- 4) The provision of object identification and a general enquiry service.
- 5) The provision of dedicated research facilities.

5. Number of staff

Full-time	Part-time	Management committee members	Active volunteers
63	10	12	33

6. How do you support your volunteers?

The Museum's new Volunteer programme ensures that volunteers are fully integrated into the Museum's core work. They work with staff on a broad range of activities and develop transferable skills and gain experience of working in a national Museum.

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	954 years

8. Finance

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

Financial year ended -

Month: 31st March

Year: **2013**

Income received from:	£
Voluntary income	396,444
Activities for generating funds	511,037
Investment income	7,921
Income from charitable activities	6,392,874
Other sources	7,437
Total Income	7,315,713

Expenditure:	£
Charitable activities	6,272,686
Governance costs	492,294
Cost of generating funds	452,956
Other	0
Total Expenditure	7,217,936
(Deficit)/surplus for the year:	97,777

Asset position at year end	£
Fixed assets	86,261,666
Investments	209,322
Net current assets	2,413,768
Long-term liabilities	0
*Total A	88,884,756

Reserves at year end	£
Endowment funds	0
Restricted funds	24,397,175
Unrestricted funds	64,487,581
*Total B	88,884,756

* 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?
90%

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 Army Museum embarked on the capital project Building for the Future, the total cost of which is £23,250,000. The Museum has received development funding of £300,000 from the Heritage Lottery Fund, with a conditional grant offer of £11,000,000. We have identified £3,750,000 from self-generated reserves, savings during the closure of the Museum, and donations and pledges. £8,200,000 is needed to complete the project.

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)			
(ii)			
(iii)			
(iv)			
(v) The Ministry of Defence	5,514,371	6,313,103	6,496,345
(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
Orrin Charitable Trust	5,000	
P F Charitable Trust	10,000	
Steel Charitable Trust		20,000
The Swire Charitable Trust		5,000
Dr Mortimer and Theresa Sackler Fdn		5,000
Lennox and Wyfold Foundation		5,000

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

The sustainability of our capital building project Building For the Future will be BREAMM certified. All our designs integrate 'green technology' into the project and address the need to minimise carbon emissions both in the manufacturing process and installation. We are taking the following measures to reduce our carbon footprint in the new Museum: 'grey water' harvesting to use recycled water in the WCs; smart technology to ensure that any requirements for climate control to conserve the Collections utilise macro and micro climates, i.e. by the use of conservation standard display cases which have micro climates thus reducing the requirement to air condition the complete galleries; maximum use of natural daylight and LED lighting systems, and cycle racks for staff and the public. We are also ensuring that the new building **will** make maximum use of recovered heat and of passive heating and ventilation.

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.

Building For the Future is a capital project to redevelop The National Army Museum's building at its Chelsea site. It offers a once in a 50-years opportunity to improve disabled access to the Museum. The building has not been redeveloped since its construction in 1971 and its original layout and facilities are creating major constraints to the delivery of a first-class museum experience.

Since 2007 our visitor numbers have more than doubled from 107,000 to 270,000. The numbers using our education services have risen from 15,593 to 22,000 in 2012. Around 8% of our existing users have a declared disability, infirmity or longstanding illness. In addition, there are 3000 ex-service men and women with a disability. Our in-depth audience research and consultations with the Museum's existing and potential users via questionnaires, surveys and focus groups has shown that we are not meeting the needs of the modern museum user, including those with access issues.

The growth in visitor numbers has led to overcrowding at peak times. Visitors frequently comment on the cramped layout, the low ceilings, the dark displays and dated designs. There is no dedicated educational space. While we work hard to welcome and accommodate disabled visitors within the existing Museum, the limited space means that there is insufficient seating and rest areas. There are also too few toilets, with no adult changing facilities. The lack of "through lifts" makes access to the galleries difficult and lack of space within the galleries makes navigation a challenge.

In 2011, the Museum's Council therefore agreed to embark on Building for the Future. This project will transform the Museum in order to maximise public access to the Museum's unique Collections and its services. The provision of disabled access is a primary driver of the proposed refurbishment.

The project objectives are as follows: 1) To create a new building that is welcoming and accessible for people with a wide range of access needs; 2) To improve overall visitor experience through the provision of new visitor facilities and exciting new galleries; 3) To enhance learning opportunities through dedicated educational and research facilities; 4) To grow on site visitor numbers from 270,000 to 325,000 per year by 2016; 5) To establish a national outreach programme during closure between 2014-2016 to reach more diverse audiences; 6) To digitise Collections and records in order to increase access to the Museum through an enhanced online presence.

We secured a development grant from the Heritage Lottery Fund in 2012, with a further conditional grant offer to cover half of the total project costs. We have since embarked on a capital campaign to raise funds to cover the remaining costs. We are working with architects BDP and exhibition designers, Event Communications, to deliver the project. It will be managed by project managers and cost consultants, Focus consultants. We have obtained a 3-year extension to our current planning permission from Kensington and Chelsea Borough Council until April 2016 and our plans reached RIBA Stage C in April 2013.

Our capital project proposes a new architectural layout, which will replace staircases with ramps and lifts. The specific element of the Access works we are requesting funding for is "through lifts" connecting all the floors. The objective of the grant will be to enable disabled people to easily access every area of the Museum and to enhance opportunities for their learning and enjoyment. Access works will also include accessible toilets on every floor, adult changing facilities and induction loops. We therefore meet the Trust's theme by improving access and opportunities for disabled people.

We adhere to the Trust's principles of good practice by working with a range of groups: disabled users, disabled non-users, and associated organisations. We are trialling various approaches to increase access to our Collections for visitors with additional needs. We also continuously recruit and train volunteers and are working to reduce our carbon footprint.

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

The National Army Museum is developing a Building for the Future evaluation strategy, which ensures that evaluation is embedded at the beginning of the project and carried out continuously. In addition to the project developing on time, on budget and to the level of quality we expect, we will monitor the project's outputs through the compilation of weekly, monthly and annual statistics measuring the number of visitors to the Museum, the number of website visits and the number of users of our learning services. This will include measuring the number of disabled people visiting the museum through monthly exit surveys and by collecting data (voluntarily) on visitors with additional access needs and the composition and diversity of the Museum's users. This information will be used to monitor the outcome of improved disabled access to the new building and our services. We will evaluate the outcome of improved access and new opportunities for disabled people in the new Museum through surveys, questionnaires, interviews, letters and emails. We will also encourage feedback, for example, via visitor comment points and voting interactives, which will be placed throughout the Museum. We will continue to consult our users with access issues in our focus groups. We will share our findings with the City Bridge Trust and monitor and evaluate its Programme outcome of improving disabled access to buildings in order to increase opportunities for disabled people for learning and enjoyment.

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?	325,000-400,000																																				
What age group will benefit?	All																																				
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)	We are a National Museum based in the Royal Borough of Kensington and Chelsea. We also work with Regimental Museums, community groups and schools across London and UK.																																				
At what address will the activity be located?	The National Army Museum, Royal Hospital Road, London SW3 4HT																																				
What will the ethnic grouping(s) of the beneficiaries be?																																					
	<table border="1"> <thead> <tr> <th></th> <th>%</th> <th></th> <th>%</th> </tr> </thead> <tbody> <tr> <td>White - British</td> <td></td> <td>Black - Caribbean</td> <td></td> </tr> <tr> <td>White - Irish</td> <td></td> <td>Black - African</td> <td></td> </tr> <tr> <td>White - Other (please describe)</td> <td></td> <td>Black - Other (please describe)</td> <td></td> </tr> <tr> <td>Asian - Indian</td> <td></td> <td>Black - British</td> <td></td> </tr> <tr> <td>Asian - Pakistani</td> <td></td> <td>Chinese</td> <td></td> </tr> <tr> <td>Asian - Bangladeshi</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Asian - Other (please describe)</td> <td></td> <td>Other (please describe)</td> <td></td> </tr> <tr> <td>Open to everyone</td> <td></td> <td></td> <td>100</td> </tr> </tbody> </table>		%		%	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			100
	%		%																																		
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Asian - Pakistani		Chinese																																			
Asian - Bangladeshi																																					
Asian - Other (please describe)		Other (please describe)																																			
Open to everyone			100																																		
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 £
Accessible WC facilities	15000			
Passenger and goods lift	140000			
Passenger lift	100000			
External platform lift	15000			
Platform lift to entrance	10000			
Platform lift lower Ground Floor	10000			
Induction Loops	12500			
Builders work on Mechanical items	15125			
Prelims on the above	47644			
Contractors on the OHP above	12705			
Contingency on the above	37797			
Inflation on the above	29936			
Structural access works	114519			
Professional fees associated with above	67227			
TOTAL	627450			

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

Source	Year 1 £	Year 2 £	Year 3 £	Total £
Building for the Future capital costs:				
Heritage Lottery Fund	300,000			
National Army Museum savings	751,479			
Voluntary donations	556,067			
TOTAL	1597546			

What other funders are currently considering the proposal?

Funders	£
Building for the Future capital costs:	
The Wellcome Trust	1000000
Viridor Credits Co.	500000
Libor Fund	500000
TOTAL	6500000

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 £
Passenger Lift	140,000			
Passenger Lift	100,000			
External platform lift	15,000			
Platform lift to entrance	10,000			
Platform lift Lower Ground Floor	10,000			
TOTAL MECHANICAL&ENGINEERING LIFTS	275,000			
TOTAL	275,000			

20. Funding requested from the Trust (continued)

When will the funding be required? **July 2014**

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

If so, how will it be resourced? **A Ministry of Defence Grant-in-Aid until 2016/17 will cover the running costs of the new Museum. We will continue to raise funds to cover the costs of our programme of events and exhibitions, and conservation of the Collections. Income will also be generated through new commercial opportunities.**

If any planning or other statutory consents are required for the project to proceed, what stage have the applications reached? **Kensington and Chelsea Borough Council have granted a 3-year extension to our current planning permission until April 2016. We are submitting variation plans and will be advised of the Council's final decision regarding planning permission by November 2013.**

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: Mr Mike J Robbins, Chief Accountant

Organisation: Ministry of Defence

Address:

**IDL 29, Floor 2, Blenheim Building, Marlborough Lines, Monxton Road, Hants
SP11 8HJ**

Tel: 01264-88-6336

E-mail: LF-RES-FIN-MGMT-HD-CA

Declaration on behalf of applicant organisation

I, **Rosemary Gilbert** (your name)

am an authorised representative of

National Army Museum (your organisation)

within which I am **Assistant Director (Development)** (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 **02/07/13**

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

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

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MEETING: 12/02/2014

Ref: 11969

ASSESSMENT CATEGORY - Bridging Communities

**Foundation for Women's Health Research
and Development - FORWARD**

Adv: Karisia Gichuke

Amount requested: £90,000

**Base: Hammersmith &
Fulham**

Amount recommended: £90,000

Benefit: London-wide

Purpose of grant request: Leadership and Para-counselling training and Peer Support for African women affected by FGM.

Background

Foundation for Women's Health and Development (FORWARD) is an African Diaspora women-led charity dedicated to advancing and safeguarding the sexual and reproductive health and rights of African girls and women. The charity was established 20 years ago, and works to change practices and policies that affect access to healthcare, dignity and wellbeing, including female genital mutilation (FGM), and child marriage. The charity does this through education and training of stakeholders to respond appropriately, providing advice and advocacy services and working directly in communities to raise awareness and assist them to articulate their needs.

Funding History

None.

Current Application

Female Genital Mutilation (often referred to as FGM) is a destructive operation, during which the female genitals are partly or entirely removed or injured with the goals of inhibiting a woman's sexual feelings. Most often the mutilation is performed before puberty, often on girls between the age of four and eight, but recently it is increasingly performed on newborn babies. The practice is illegal in the UK, however, it is estimated that over 24,000 girls under the age of 15 are at risk of FGM in the UK and that 66,000 women in the country are living with the consequences which are severe in the short and long-term.

There is limited data available on the number of women at risk of affected in the UK or London. In 2011, over 3,500 women who had experienced FGM gave birth in London the city. Those most at risk include African women who have settled in the UK, many of whom have limited autonomy in relation to health and wellbeing due to multiple barriers such as language, lack of information, or fear of stigma which prevents them

from accessing services. Many women from FGM-affected communities have little opportunity to learn about their sexual and reproductive health and the life-long effects of FGM, nor do they have enough opportunities for education on the topic or safe places to discuss the issues with other women affected.

This project will focus on community outreach, which is a crucial aspect of preventing the practice. It will increase awareness among FGM-affected communities on the health consequences, and increase women's skills and confidence to speak out against the practice, training leaders who will then be advocates in their own communities. The project will also improve the coordination and collaborative working of groups working on the issue.

Financial Observations

Audited accounts for the year ended 31 March 2013 show a surplus of £3,547 (0.5% of turnover), comprising a surplus on restricted activity of £6,526 partially offset by a deficit on unrestricted funds of £2,979.

The charity's reserves policy is to hold up to 20% of the annual budget as unrestricted reserves, which based on the current year would amount to £218,377. At 31st March 2013 free unrestricted reserves stood at £67,666, equating to 6% of the 2013/14 budget (or 0.75 months' worth of total expenditure).

The budget for the current year, 2013/14, shows total income of £1,223,714 all of which is confirmed. After expenditure of £1,091,885 a surplus of £131,829 is anticipated comprising £136,635 on restricted funds partially offset by a deficit of £4,807 on unrestricted funds. The organisation is forecasting a surplus of £8,650 in 2014/15 on a turnover of £1,190,650, of which £850,650 (71%) has been secured.

Officer's Appraisal

The quality of services offered to BME women affected by FGM is often inadequate and there is a severe lack of culturally appropriate work at a community level, impeding effective care. Research has shown that community-based preventative work has led to increased rejection of FGM. Partnerships between community groups and frontline professionals as well as mixed ethnicity/age groups are some key elements in tackling FGM successfully, and are integral to this project.

Recommendation

£90,000 over three years (3 x £30,000) towards a project providing leadership and para-counselling training and peer support for African women living in London affected by FGM.



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)

11969

Date Received:

05/07/2013

Programme
Area:

02

1. About your organisation

Name of organisation applying for grant: Foundation for Women's Health Research and Development - FORWARD		
If the organisation is part of a larger organisation, what is its name?		
Address for correspondence: Suite 2.1 Chandelier Building, 8 Scrubs Lane London	<table border="1"><tr><td>RECEIVED The City Bridge Trust 1 & JUL 2013</td></tr></table>	RECEIVED The City Bridge Trust 1 & JUL 2013
RECEIVED The City Bridge Trust 1 & JUL 2013		
Postcode: NW10 6RB Is this your home address? No		
Contact person: Ms Kekeli Kpogon	Position: Head of UK Programmes	
Phone: 02089604000	Fax: 08029604014	
E-mail: kekeli@forwarduk.org.uk		
Website: http://www.forwarduk.org.uk		
Legal status of organisation: Registered Charity		
If registered, please give charity number: 292403		
Date organisation established: 30/08/1985		

2. Request for funds

Under which of the Trust's themes are you applying (see our website or brochure for further details)? Bridging Communities
Purpose for which funds are requested: (25 words maximum) Leadership and Para-counselling training and Peer Support for African women affected by FGM
How much funding is requested? Year 1: £30,000 Year 2: £30,000 Year 3: £30,000 Total: £90,000

3. Aims of your organisation

FORWARD's aim is to fulfil the sexual and reproductive rights of African women and girls. Our core values focus on protection, provision, participation and partnership.

FORWARD's primary target group for all activities and services are African women and girls affected by Female Genital Mutilation (FGM).

FORWARD aims to:

- Prevent female genital mutilation, child marriages and related health violations and other forms of gender based violence
- Increase access to sexual and reproductive health services; human rights education and livelihood programmes for vulnerable girls and women
- Improve the knowledge base of civil society partners and capacity to lobby governments and donor agencies for enabling policies and programmes
- Enhance voice and leadership of Diaspora African women in shaping their well-being in UK and influencing development of girls and women in Africa

We have a vision where women and girls live in dignity, are healthy, have choices and equal opportunities.

4. Main activities of your organisation

FORWARD operates in the UK, Europe and Africa to facilitate change in practices and policies that affect access, dignity, rights and well-being of African women. Our areas of focus are: female genital mutilation (FGM), child and forced marriage and obstetric fistula.

In the UK, our principal focus is the elimination of FGM among affected African communities and core activities include:

- Public education and training to statutory agencies from health, education, to social services and children's services to enable them to respond effectively to girls at risk of FGM and safeguard and signpost those living with FGM.
- Provision of information, advice and advocacy services: this includes development of resources and information on FGM and specialist services; advice on supporting women and girls affected by FGM, child protection and community engagement, signposting to specialist services. Our advocacy work based on research, entails policy support and awareness raising campaigns.
- Empowering women and girls: we work directly with women and girls to raise their voices, articulate their needs and exercise their rights through various trainings and a monthly support group.

5. Number of staff

Full-time	Part-time	Management committee members	Active volunteers
6	11	12	6

6. How do you support your volunteers?

Following volunteers induction to the organisation, the Training and Development Coordinator offers fortnightly pastoral care in addition to supervision meetings held between volunteers and their line managers to review agreed job descriptions. At the end of the volunteering period exit interviews are conducted

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	1 year

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	753,092
Activities for generating funds	
Investment income	918
Income from charitable activities	25,518
Other sources	
Total Income	779,528

Expenditure:	£
Charitable activities	761,101
Governance costs	14,880
Cost of generating funds	
Other	
Total Expenditure	775,981
Net (Deficit)/Surplus:	3,547
Other Recognised Gains/(Losses)	
Net Movement in Funds	3,547

Asset position at year end	£
Fixed assets	4,743
Investments	
Net current assets	187,332
Long-term liabilities	
*Total A	192,075

Reserves at year end	£
Endowment funds	
Restricted funds	124,409
Unrestricted funds	67,666
*Total B	192,075

* 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?
16%

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)				
(iii)	London Councils	31,072	31,072	31,072
(iv)	Westminster PCT	30,000	30,000	7,500
	Bristol PCT	22,500	22,500	22,500
(v)	Department of Health-WHEC	15,660	16,000	16,000
	Home Office-FGM Fund		5,000	5,000
	Home Office-Crime Innovation Fund	0	0	11,259
(vi)	EHRC	3,500		
	Big Lottery	0	0	10,000

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
Wates Foundation	17,500	15,000
City Parochial/Trust for London	30,000	22,500
Sigrid Rausing Trust	100,000	100,000
Lankelly Chase Foundation	0	15,000
Esmee Fairbairn Foundation	90,000	90,000
John Lyon's Charity	0	20,000

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

- In addition to recycling paper, FORWARD's office has recycling bins for glass and aluminium.
- To reduce electricity consumption, all computer monitors are switched off when not in use and office lights are turned on at night.
- Our outreach work and travels within London are conducted by public transport.

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.

African women in the UK are primarily migrant women, many of them refugees, asylum seekers who have limited health and wellbeing choices due to language barriers, lack of information or fear of stigma. FORWARD's research shows that at least 24,000 girls under the age of 15 are at risk of the most severe form of FGM and 66,000 women are affected by FGM in the UK.

Data from London's five FGM specialist clinics revealed that between 2006-2012, 2100 women and girls in London sought hospital treatment for FGM, 708 needed admission and or surgery; and 3500 women gave birth in London who had experienced FGM in 2011.

FORWARD used Participatory Ethnographic Evaluation Research to gather evidence on perceptions and attitudes on FGM and allow women to voice their experiences.

Findings have revealed:

- little knowledge in FGM-affected communities of safeguarding laws;
- little understanding of sexual and reproductive health and life-long effects of FGM;
- not have enough opportunities for education or safe spaces to discuss FGM.

Finally, a survey of services targeted at BME women and the high demand FORWARD receives for training from statutory bodies revealed the quality of services offered to BME women affected by FGM is often inadequate, and there is a lack of culturally appropriate counselling support.

The project will be delivered by the Community Programme Lead who will coordinate and ensure the execution of the activities, supported the Community Development Officer and the Community Outreach Worker. The Training Coordinator will support the logistics of training and the pastoral care of volunteers. A Community Advisory Group set up with stakeholders from African Diaspora organisations and community members will entrench the project within communities in London.

Objective 1: Empower women from FGM-affected affected communities to become advocates for change

Outputs: Two African Women's Health and Leadership Skills Trainings to 15 women/year for three years

- Outcomes: 90 women from FGM-affected communities
- have increased awareness of FGM's health consequences
 - have increased knowledge of how to safeguard their daughters from FGM
 - are more assertive and confident to speak against FGM
 - have gained advocacy, community mobilisation and public speaking skills

Objective 2: Better communication and collaboration between people from different backgrounds working together on projects benefiting the whole community

Outputs:

- Four Community Advisory Group meetings/year
- Four Yearly open space meetings between communities/statutory agencies
- Advice, signposting and information dissemination to 200 women/year
- 6 outreach initiatives through community based media outlets.

Outcomes:

- Community Advisory Group members demonstrate collaboration and partnership
- Service providers have increased capacity on FGM and cultural issues pertaining to African women's health needs
- Increased collaboration between statutory agencies and community organisations providing services to African women affected by FGM

- Increased access to services by African women affected by FGM
- Increased understanding of the needs of women affected by FGM

Objective 3: Enable migrant, refugee and asylum seeking women from FGM-affected communities to improve their mental health and general well-being

Outputs:

- 15/year trained in para-counselling skills
- 15/year each providing support to a minimum of five women from their communities (225 Indirect beneficiaries)
- Volunteer-led accompaniment scheme
- 10 information and support drop-in sessions/ year at communities centres and other meeting places;
- Ante and post-natal support through drop-in sessions and home visits

Outcomes:

- Women from FGM-affected communities are supported and have improved mental well-being
- Women from FGM-affected communities receive peer to peer emotional support in community languages
- Increased access to Health services
- Reduced isolation of women affected by FGM especially new mothers
- Improved maternal care and better pregnancy outcomes

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

FORWARD uses knowledge quizzes before and after training to assess the impact of our training. We will collect training and events attendance sheets and evaluation forms after trainings and events. Photographs, copies of assignments and accreditation certificates and resources produced will also be gathered to document progress and achievements. Anonymous equality and diversity forms will be collected to monitor that services are accessed by the intended target group.

FORWARD will conduct focus groups discussions and regular meetings between stakeholders through the Community Advisory Group and during open space discussions will allow for participatory evaluation of successes, challenges and impact of the project. Women trained during the project and carrying outreach initiatives will document their activities through case studies, activity logs, case files, minutes and attendance lists of events

Regular surveys will be conducted at six months intervals to track difference, improvements, experience of a representative sample of the project stakeholders.

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? 790			
What age group will benefit? All children & young people			
In which local authority is your organisation based? Hammersmith & Fulham			
Which borough(s) of Greater London will benefit from this grant? (if more than one, please give % for each) Our work will be Pan London with a focus on boroughs with migrants populations from FGM-prevalent countries such as Brent, Haringey, Greenwich, Camden, Lambeth, Southwark			
At what address will the activity be located? The activities will be located in places frequently used by women from FGM-affected communities. We will ensure venues provide creches and have disabled access			
What will the ethnic grouping(s) of the beneficiaries be?			
	%		%
White - British		Black - Caribbean	
White - Irish		Black - African	80
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			20
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 £
Staffing Costs	31,374	32,153	32,956	96,483
AWHL training	6,000	6,000	6,000	18,000
Para-counselling training	7,500	7,500	7,500	22,500
African Women Peer Support Scheme	4,000	4,000	4,000	12,000
Outreach	1,500	1,500	1,500	4,500
Professionals/Communities Open Space Dialogues	2,000	2,000	2,000	6,000
Monitoring and Evaluation	2,000	2,000	5,000	9,000
Other Project Direct Costs	1,775	1,775	1,775	5,325
Overheads	6,365	6,443	6,823	19,631
Project Management Costs	11,500	11,500	11,500	34,500
TOTAL	74,014	74,871	79,054	227,939

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

Source	Year 1 £	Year 2 £	Year 3 £	Total £
London Councils	15,000	15,000		30,000
DAPHNE-CHANGE	10,050	8,375		18,425
TOTAL	25,050	23,375		48,425

What other funders are currently considering the proposal?

Funder	£
Henry Smith Charity	90,000
TOTAL	90,000

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 £
Staffing Costs	10,000	10,000	10,000	30,000
AWHL training	3,000	3,000	3,000	9,000
Para-counselling training	7,500	7,500	7,500	22,500
African Women Peer Support Scheme	2,000	2,000	2,000	6,000
Outreach	0	0	0	0
Professionals/Communities Open Space Dialogues	1,000	1,000	1,000	3,000
Monitoring and Evaluation	1,000	1,000	1,000	3,000
Other Project Direct Costs	500	500	500	1,500
Overheads	1,000	1,000	1,000	3,000
Project Management Costs	4,000	4,000	4,000	12,000
TOTAL	30,000	30,000	30,000	90,000

20. Funding requested from the Trust (continued)

When will the funding be required?

01/01/2014

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

If so, how will it be resourced?

FORWARD will continue its fundraising drive with local authorities, foundations and various national and international funding agencies to support our community engagement.

We will continue to be proactive with mainstream organisations and statutory agencies to commission us to deliver training to their clients and staff.

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

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: Sioned Churchill

Director of Special Initiatives and Evaluation

Organisation: Trust for London

Address: 6 Middle Street, London EC1A 7PH

Tel: 020 7606 6145

E-mail: Sioned@trustforlondon.org.uk

Declaration on behalf of applicant organisation

I, Kekeli Kpogon (your name)

am an authorised representative of

Foundation for Women's Health, Research and Development- FORWARD (your organisation)

within which I am Head of UK Programmes

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 16/07/2013

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

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

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MEETING: 12/02/2014

Ref: 11981

ASSESSMENT CATEGORY - Strengthening the Third Sector

Eaves Housing For Women

Adv: Julia Mirkin

Base: Lambeth

Amount requested: £103,338

Benefit: London-wide

Amount recommended: £103,000

Purpose of grant request: To support specialist & minority & refugee women's organisations to better advocate for women who have no recourse to public funds and those on spousal or partner visas trapped in abusive situation.

Background

Eaves was established in 1977 to support single or homeless women experiencing domestic or sexual violence. Eaves currently provides support, accommodation and advocacy to almost 3,000 vulnerable women annually who either have experienced, or are at risk of, violence.

In April 2012 the UK Border Agency (UKBA) introduced the Destitution Domestic Violence (DDV) concession. DDV entitles women who have No Recourse to Public Funds status (NRPF) and are in abusive relationships with a UK national or resident, to apply for temporary leave to remain. Temporary leave status entitles these women, many of whom are financially dependent as well as vulnerable, to claim benefits while they apply for Indefinite Leave to Remain as victims of domestic violence.

Funding History

You awarded Eaves a three-year grant of £117,000 in 2006 which supported delivery of a capacity building programme for organisations supporting female victims of violence. A further two-year grant of £40,000 was awarded in 2009, allowing Eaves to increase its engagement with BMER groups. Both grants were rated as "good" by your officers.

Current Application

Eaves proposes to build capacity in BMER organisations that support women who are in violent situations and have NRPF. DDV is welcomed by Eaves but it involves applicants in a difficult process that requires them to liaise independently with the UKBA and the Department for Work and Pensions. Furthermore, it is an option for only a minority of BMER women in the UK.

Research carried out by Eaves in partnership with Southall Black Sisters (whom you have funded in the past) demonstrates that there is a pressing need to strengthen and inform the organisations that support this vulnerable group. These women often have limited experience in dealing with the authorities; they lack confidence and self-esteem and often have limited English language and ITC skills. Each of these factors

makes applying to UK agencies independently extremely difficult, especially as applications are made online in English and require documentation that can only be obtained from selected Post Offices across the country. Eaves proposes to equip BMER organisations to support women with NRPF to gather and present the evidence required to demonstrate their cases, initially for temporary leave and, if appropriate, for Indefinite Leave to Remain. For women who are not eligible for DDV, support is needed to engage with Social Services.

This proposal builds on support you have previously provided to increase Eaves' engagement with BME groups; it builds on a Government commissioned pilot project delivered by Eaves that supported 2,000 migrant women trapped in violent relationships, who had NRPF, prior to the introduction to the DDV concession. Finally, this proposal has been informed by anecdotal evidence from organisations that have supported women since DDV has been introduced that indicates that the speed of policy developments in this area means that they struggle to keep abreast and need the support and training offered by organisations such as Eaves.

Eaves proposes to deliver a programme of four annual training events and two annual seminars for BMER organisations. This programme, alongside quarterly email bulletins detailing changes to policy and legislation, guidelines, template letters and toolkits will ensure that a mixture of practical, strategic and contextual information is provided.

Financial Observations

Audited accounts for the year ended 31 March 2013 show an overall deficit of £446,298 (18% of turnover) comprising £412,058 on restricted funds and £34,240 on unrestricted activity. The restricted fund deficit was due to spending funds received in the prior year.

The organisation's reserves policy is to hold 3 months' worth of running costs, which based on the 2013/14 latest forecast equates to £414,986. At 31 March 2013 free unrestricted reserves stood at £825,916, equating to 5.8 months' worth of 2013/14 total expenditure. In addition, the charity holds designated funds of £291,176 to finance a rolling programme of internal decorations and other accommodation improvements over a five year period.

The latest forecast for the current year 2013/14 shows secured income of £1,527,143 against total expenditure of £1,694,944. Applications are still pending to cover the unrestricted fund deficit of £167,801 which equates to 10% of expenditure.

The budget for 2014/15 shows confirmed income of £716,028 against total expenditure of £1,678,738. Unrestricted fund donations of £220,000 are anticipated based on previous years, which would leave an unrestricted fund deficit of £742,710. A number of grant applications have

been submitted and are pending decisions, which if successful would cover the balance of the deficit.

Officer's Appraisal

A Greater London Authority press release announcing the publication of 'The Way Forward – A call for action to end violence against women', released in 2009, estimated that violence against women and girls costs London £5.6 billion annually. Eaves has been commissioned previously by the Government to deliver programmes and research in relation to women with NRPF: in fact the organisation's Sojourner project informed the development of DDV, demonstrating its credibility in this field. This proposal represents an efficient way of disseminating up-to-date information and builds the capacity of other organisations in Eaves' growing network of BMER Women's organisations.

Recommendation

£103,000 over two years (£51,000; £52,000) for the full-time Research and Training Officer post, a contribution to the Research and Development Manager's post and associated project costs.



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)

11981

Date Received:

04/07/13

Programme
Area:

7

1. About your organisation

Name of organisation applying for grant: Eaves	
If the organisation is part of a larger organisation, what is its name? N/A	
Address for correspondence Eaves, Unit 2.03 Canterbury Court, Kennington Business Park, 1-3 Brixton Road, London SW9 6DE	
Postcode: SW9 6DE Is this your home address? No	
Contact person: Ms Heather Harvey	Position: Research and Development Manager
Phone: 0207 840 7130	Fax: 02078208907
E-mail: heather.harvey@eavesforwomen.org.uk	
Website: www.eavesforwomen.org.uk	
Legal status of organisation: Registered Charity	
If registered, please give charity number: 275048	
Year and month organisation established: 07/1977	

04 JUL 2013

2. Request for funds

Under which of the Trust's themes are you applying (see our website or brochure for further details)? Strengthening the Third Sector
Purpose for which funds are requested: (25 words maximum) To support specialist & minority & refugee women's organisations to better advocate for women who have no recourse to public funds and those on spousal or partner visas trapped in abusive situation .
How much funding is requested? Year 1: £51,260 Year 2: £52,078 Year 3: £0 Total: £103,338

3. Aims of your organisation

Eaves challenges all forms of violence against women. We work towards a society where all women are valued and respected.

Our programmes challenge inequalities, embrace diversity and promote innovation. We treat people with dignity and respect and support them to fulfil their potential.

Eaves provides front-line services such as accommodation, advocacy and also second tier support by providing training opportunities and conducting research to inform policy-makers and others to ensure vulnerable women's needs are recognised and met.

Eaves is one of the UK's leading charities challenging and addressing violence against women.

4. Main activities of your organisation

A major strand of our work is second tier work; ranging from research into various aspects of violence against women and girls (VAWG), to providing training and education for the women's sector. Eaves is also a frontline service provider and we draw on the case work and experiences of victims and of support workers to inform our research and advocacy with a view to improve practical responses for victims of violence. We offer a range of services for women experiencing sexual violence, domestic violence, trafficked women, women with no recourse to public funds (NRPF), women exiting prostitution and young women. Recent developments include a 3 year academic study into the experiences of women exiting prostitution, publication of MOPAC commissioned research on patterns and trends in prostitution in London, a media monitoring report examining how media reports on VAWG following our giving evidence to the Leveson Inquiry. Eaves also provides specialist training on supporting women with NRPF, the Destitution Domestic Violence (DDV) Concession, on exiting prostitution, on supporting victims of trafficking, etc.

5. Number of staff

Full-time	Part-time	Management committee members	Active volunteers
35	7	5	21

6. How do you support your volunteers?

Volunteers are supported in line with our Volunteers Policy. They are assigned a mentor, undergo an induction, receive supervision, training and development. We are 'Investing in Volunteers' accredited.

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	Until 2014

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	226,219
Activities for generating funds	96,885
Investment income	6,546
Income from charitable activities	2,105,985
Other sources	0
Total Income	2,435,635

Expenditure:	£
Charitable activities	2,596,017
Governance costs	12,050
Cost of generating funds	273,866
Other	0
Total Expenditure	2,881,933
Net (Deficit)/Surplus:	(446,298)
Other Recognised Gains/(Losses)	0
Net Movement in Funds	(446,298)

Asset position at year end	£
Fixed assets	2,649
Investments	0
Net current assets	1,450,387
Long-term liabilities	0
*Total A	1,453,036

Reserves at year end	£
Endowment funds	0
Restricted funds	335,944
Unrestricted funds	1,117,092
*Total B	1,453,036

* 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?
37%

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: Nov	/ 2009	Ref: 9590	Grant received: £40,000	OR application rejected	<input type="checkbox"/>
Month/Year: Nov	/ 2006	Ref: 7364	Grant received: £117,000	OR application rejected	<input type="checkbox"/>
Month/Year: Apr	/ 2004	Ref: 851	Grant received: £75,000	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: 2009	Year: 2010	Year: 2011
(i)			
(ii) London Boroughs	1,189,536	817,199	503,948
(iii) London Councils	707,261	824,777	723,887
(iv)			
(v) Home Office	2,263,630	4,036,870	2,800,948
(vi) Criminal Justice	30,104		

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
Children In Need	47,613	48,952
Charles Hayward Foundation	25,000	
Esmee Fairbairn		49,813
Comic Relief		20,000
Big Lottery	172,626	131,987
Survivors Trust		20,000

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

Eaves has an Environmental Policy, revised in May 2011. We set and review environment targets through an Environmental Working Group which reports to the board annually on energy, carbon footprint, electricity, water, transport fuel, flights and gas usage, total waste production, percentage of waste recycled and of renewable energy used and any other relevant environmental criteria. We have recycling systems in place in our office, have secure cycling storage facilities, automatic lighting and encourage paper free communication. Wherever possible we buy locally and source items from social enterprises.

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.

Eaves ran the Sojourner project (Nov 2009 – Mar 2012), a pilot project for women on spousal /partner visa with no recourse to public funds (NRPF) who were trapped in violent relationships. Sojourner handled nearly 2000 cases. In April 2012, the Sojourner project was replaced when the government introduced the DDV concession scheme which enabled women to access public funds while regularising their immigration status. Although we welcomed the mainstreaming, the change meant the dismantling of the specialist support team and women are now expected to engage directly with agencies such as UKBA and DWP to process their settlement and access benefits. Following the introduction of the new scheme, we received funding in September 2012 to undertake a monitoring research project to assess how the scheme is working and to provide training to practitioners working with this client group. We are currently collating feedback from a survey with women's organisations who support this client group. Findings will shape the training content but is already highlighting very high levels of demand for training and support to organisations working with the new scheme. In addition we find increased reports of organisations turning away NRPF women and we believe this will continue to grow in the current austerity climate. Consequently, this proposal seeks funding to provide additional support, training, advice, expertise and capacity building to women's, minority ethnic and refugee community organisations who work with women with NRPF and the women using the new scheme enabling them to provide adequate and appropriate support to possibly the most vulnerable women in society. The work will be delivered by a research and training officer in the Research & Development team.

Project aim to achieve:

- Four training sessions a year (8 in total) with between 10 and 15 participants at each training representing a range of organisations especially those who work with minority and refugee women
- Quarterly updates via email bulletin sent to organisation working with women with NRPF and women who are using the DDV concession, covering all relevant developments in the area; case law, legislative and policy developments, consultations, etc.
- Provide easy-to-use materials; guidelines, template letters, toolkits, checklists and flow charts on how to support migrant women with NRPF or women using the DDV concession.
- Two professional exchange seminars a year (four in total) to create a platform for participants to meet and discuss broader strategic context, developments and share experience.

Eaves has a track record of working with this group of women, as stated above, as well as supporting those organisations that do support this client group. We are also part of the campaign group calling for the abolition of the NRPF. Eaves has been providing strategic second tier support in tackling all forms of VAWG for over 9 years by running Sexual Violence Action Awareness Network, a network of more than 70 organisations working to end VAWG in London.

The project meets the Trust's theme of 'strengthening minority ethnic and refugee community organisations and encouraging their collaboration'. The project's activities will ensure that these organisations are better equipped to support women under the new scheme and women with NRPF; keeping them up-to-date on any changes of policy and law including providing them with the appropriate training. The project will also provide opportunities to network and come together so that they could work collaboratively and learn from each other's experience.

The project meets the Trust's 'Principles of Good Practice' by:

- Conducting annual surveys and gathering feedback forms from all those who participate in the project in order to improve services inline with the feedback.
- The project will value diversity by creating opportunities to represent marginalised groups.
- The project uses the experience we have accumulated through the years and others in the sector to benefit organisations working with NRPF women and women using the new scheme
- Eaves is taking steps to reduce our carbon footprint – Please refer to Question 14

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

We will use the following methods to monitor measure outcomes:

- Pre and post training assessments in accordance with CPD standards
- Record of people attending trainings and organisations they support
- Feedback from participants as to what they have learned and how they will use/have used it
- Monitor uptake and dissemination of resource materials produced and feedback from those using them
- Monitor attendance and feedback at professional exchange seminars
- Undertake a one year on survey with all participants of the project.

Evaluation: The Research and Training Officer and management will hold regular meetings on project progress and the monitoring data will be reviewed and analysed to identify any amendments we need to make and to assess outcomes and learning.

17. Beneficiaries

How many people will benefit from the grant per year? **Total appx. 258 reps from 150 organisations (pan-London) -fuller application for details**

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)
All

At what address will the activity be located? **Our office on Brixton Road and Pan-London at organisations addresses**

What age group will benefit? **Over 18's**

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

	%		%
White - British		Black - Caribbean	4
White - Irish		Black - African	25
White - Other (please describe) European	1.3	Black - Other (please describe)	0.1
Asian - Indian	10	Black - British	
Asian - Pakistani	26	Chinese	0.1
Asian - Bangladeshi	6		
Asian - Other (please describe)	12	Other (please describe) Middle East & S. America	6
Open to everyone			Yes

What proportion of the beneficiaries will be disabled people?
approximately 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 £
Research and Development Manager	9,363	9,363	0	18,726
Researcher and Training Officer	29,820	30,409	0	60,237
Volunteer Expenses	1,440	1,488	0	2,928
Travel for staff	120	128	0	248
Design and print of materials	150	150	0	300
Room Hire & Associated expenses	3,673	3,747	0	7,420
Overhead Contribution	6,686	6,793		13,479
TOTAL	51,260	52,078	0	103,338

What income has already been raised?

(List amounts and main sources)

Source	Year 1 £	Year 2 £	Year 3 £	Total £
	0	0	0	0
TOTAL	0	0	0	0

What other funders are currently considering the proposal?

None at this stage

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 £
Research and Development Manager	9,363	9,363	0	18,726
Researcher and Training Officer	29,820	30,409	0	60,237
Volunteers Expenses	1,440	1,488	0	2,928
Travel for staff	120	128	0	248
Design and print of materials	150	150	0	300
Room hire & Associated expenses	3,673	3,747	0	7,420
Overhead Contribution	6,686	6,793	0	13,479
TOTAL	51,260	52,078	0	103,338

20. Funding requested from the Trust (continued)

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

Is the activity to continue beyond the period for which funding is requested?
If so, how will it be resourced? **No**

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, **Sharon Williams** (your name)

am an authorised representative of

Eaves Housing for Women Ltd (your organisation)

within which I am **Trusts & Foundations Fundraiser** (your position)

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

Signature



Date **22 January 2013**

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

Please

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- **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
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- **do use the correct postage** – the completed form and additional materials are likely to exceed 100g in weight

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MEETING: 12/02/2014

Ref: 11974

ASSESSMENT CATEGORY - Strengthening the Third Sector

Evelyn Oldfield Unit

Adv: Karisia Gichuke

Base: Islington

Amount requested: £91,830

Benefit: London-wide

Amount recommended: £92,000

Purpose of grant request: "Founding the Future" will enable BAMER groups to build capacity, deliver & measure quality programmes, engage in cross-sectoral partnerships and give BAMER communities a voice.

Background

The Evelyn Oldfield Unit has developed from its origins in 1994 to become the leading body in London providing 2nd tier programmes and support to refugee and migrant community organisations. Its work has three main strands, firstly, providing a 2nd tier programme of support, information, research, community development and advice, enabling black Asian and minority ethnic (BAMER) groups to build their capacity, get involved in local decision making structures and promote community participation. The second strand ensures people from BAMER communities have opportunities to volunteer, as they are regularly excluded from doing so. Thirdly, the organisation's supporting women programme delivers training and support to groups working with refugee and asylum seeking women who have experienced trauma and violence, enabling them to deliver more effective support and become engaged in strategic partnerships.

Funding History

The Unit has previously had funding from the Trust on two separate occasions. In 2005 a three-year grant of £120,000 was given towards its capacity-building work, and in 2008 a one year grant of £42,000 was given to continue this work. These grants were satisfactorily monitored.

Current Application

The BAMER sector in London is excluded from numerous opportunities for a number of reasons, for example, language and cultural barriers can prevent access to mainstream capacity building. The sector has also been less successful at developing partnerships, meaning it is under-resourced in relation to both funding and personnel, and lacking access to opportunities which could improve the services it delivers. The Unit's research shows more specifically that BAMER groups have a number of needs, from developing community-appropriate services, evaluating their work, issues of governance and sustainability, and packaging and delivering their expertise and skills to others.

The Unit proposes to address these needs through bespoke support, training workshops, seminars, and events for networking and collaboration. The target group will be small third sector organisations working with BAMER communities, and individuals from BAMER communities from all over London, but specifically Islington, Hammersmith and Fulham, Barking and Dagenham and Lambeth. 48 groups will benefit from the project, and 300 individuals will learn new skills through volunteering and access to the services provided by the project.

Financial Observations

Audited accounts for the year ended 31 March 2013 show a surplus of £58,901 (19.5% of turnover) primarily on restricted funds. The charity's reserves policy for 2013-14 is to hold between £30,000 and £45,000 in free unrestricted reserves (1.4-2.1 months' worth of current year expenditure), being sufficient to cover unforeseen events such as winding down, staffing issues and replacing equipment. At 31 March 2013 free unrestricted reserves stood at £65,793, equating to three months' worth of current year budgeted expenditure.

The latest forecast for the current year 2013/14, shows a breakeven position on total income of £258,885, all of which has been secured. The budget for 2014/15 also shows a breakeven position against confirmed income of £215,347. As part of the organisation's strategy, fundraising for additional work remains ongoing, including this application.

Officer's Appraisal

The charity sector has seen considerable shifts from grants to commissioning and BAMER groups do not have the capacity to compete in this environment. There is a need to build understanding of what this entails and for organisations to have the capacity to demonstrate standards to funders. This training will assist organisations to meet these challenges as well as enable better partnership working, which would assist those that have been isolated due to language barriers and capacity issues, better facilitating them to operate inside mainstream networks.

Recommendation

A grant of £92,000 over three years (£31,000; £30,400; £30,600) towards the p/t (17.5 hpw) salary of a Development Worker and running costs of the 'Founding for the Future' project to enable BAMER groups to build capacity; deliver and measure quality programmes; engage in cross-sectoral partnerships; and give BAMER communities a voice.



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)

11974

Date Received:

5 July 13

Programme
Area:

7

1. About your organisation

Name of organisation applying for grant: Evelyn Oldfield Unit	
If the organisation is part of a larger organisation, what is its name? N/A	
Address for correspondence Resource for London, 356 Holloway Road, London	
Postcode: N7 6PA Is this your home address? No	
Contact person: Mr Mulat Haregot	Position: Director
Phone: (020) 7697 4101	Fax: (020) 7700 8136
E-mail: mulat@evelynoldfield.co.uk	
Website: www.evelynoldfield.co.uk	
Legal status of organisation: Registered charity If registered, please give charity number: 1044681 Year and month organisation established: June 1994	

2. Request for funds

Under which of the Trust's themes are you applying (see our website or brochure for further details)? Strengthening the Third Sector
Purpose for which funds are requested: (25 words maximum) "Founding the Future" will enable BAMER groups to build capacity, deliver & measure quality programmes, engage in cross-sectoral partnerships and give BAMER communities a voice
How much funding is requested? Year 1: £30,930 Year 2: £30,332 Year 3: £30,569 Total: £91,830

3. Aims of your organisation

The Unit's overarching aim is to provide, develop and co-ordinate specialist aid and support services for BAMER community organisations in order that they will :-

- build capacity to manage their organisations, deliver more effective services and adopt quality assurance practice leading to formal quality mark accreditations
- evidence increased awareness of their communities' needs and conduct strategic planning towards more focused services becoming 'specialists' and moving away from being 'generic'.
- develop partnerships with BAMER, mainstream Voluntary Community Sector (VCS) organisations and statutory bodies to build capacity and strategically develop joined up services
- become more sustainable through effective fund raising, adopting strategies in light of the current economic climate

4. Main activities of your organisation

The Evelyn Oldfield Unit – there are 3 key services provided by the Unit :-

1. The "Community Impact" Project (CIP) which provides a 2nd tier programme of support, information, research, community development and advice enabling BAMER groups to build their capacity, get involved in local decision making structures and promote community participation.
2. "Building the Big Society" ensures people from BAMER communities have opportunities to volunteer from which they are regularly excluded – this project operates through a blend of direct work with people from BAMER communities and 2nd tier programmes supporting BAMER groups which engage them ensuring they receive a professional volunteer experience.
3. "Supporting Women" will develop and deliver a training, support and networking programme to build capacity of 3rd sector / mainstream groups working with refugee & asylum seeking women who have experienced trauma and violence enabling them to deliver more effective support, improve referral and networking skills to become engaged in strategic partnerships.

5. Number of staff

Full-time	Part-time	Management committee members	Active volunteers
3	1	8	25

6. How do you support your volunteers?

Volunteers access our Lottery funded "Building the Big Society" Project which provides professional support to both volunteers and volunteer engaging BAMER groups e.g. training, expenses, supervision, meetings and peer support networks

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	Renewed every three years

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	
Activities for generating funds	
Investment income	44
Income from charitable activities	301,556
Other sources	87
Total Income	301,687

Expenditure:	£
Charitable activities	237,463
Governance costs	5,323
Cost of generating funds	
Other	
Total Expenditure	242,786
Net (Deficit)/Surplus:	58,901
Other Recognised Gains/(Losses)	
Net Movement in Funds	58,901

Asset position at year end	£
Fixed assets	870
Investments	
Net current assets	169,316
Long-term liabilities	
*Total A	170,186

Reserves at year end	£
Endowment funds	
Restricted funds	104,393
Unrestricted funds	65,793
*Total B	170,186

* 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:

11. Previous applications to the Trust

Have you applied to the Trust before? If so, please give details:					<input checked="" type="checkbox"/>
Month/Year: Apr	/ 2005	Ref: 5552/AW	Grant received: £120,000	OR application rejected	<input type="checkbox"/>
Month/Year: Apr	/ 2008	Ref: 8708/SD	Grant received: £42,000	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: 2009	Year: 2010	Year: 2011
(i) N/A			
(ii) N/A			
(iii) N/A			
(iv) N/A			
(v) Capacity Builders Programme	125,000	120,400	125,000
(vi) N/A			

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
BIG Lottery [BASIS]	66,467	129,341
Big Lottery [Reaching Communities]	0	17,919
Trust for London	50,000	33,344
West London Refugee	3,000	0
Castle Finance	3,000	4,000

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

Following on from a green audit by "London Sustainability Exchange", supported by City Bridge Trust, we appointed an Office 'Green Champion' from within our team who has supported the team to change the office culture and take steps to save energy, reduce waste and increase recycling over the past 3 years:

Such steps include encouraging all staff to print less, not use coloured inks, buy recycled products [where affordable], ensure all monitors are turned off at close of the office day and reduce travel by petrol powered vehicles [our staff use public transport when possible]

As a 2nd tier body, we are also encouraging member groups to develop environmental policies and we have dedicated a space on our website to influence membership and enquirers to develop 'green projects'

We have a useful resource bank for groups to promote this message and we are currently working to extend this project.

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 Need – of c60,000 3rd sector groups in London, 600+ are from BAMER communities representing 1% of total voluntary sector, however they remain excluded from many opportunities e.g. cross sectoral partnership development and mainstream capacity building [e.g. from CVS due to language / cultural barriers]. Groups are under-resourced [e.g. funding & personnel] due to lack of capacity and uninvolved in strategic development [due to lack of confidence and communications barriers] – LVSC's Big Squeeze Report found 51% have closed services and 54% expected further closures with many going into dissolution. Their needs include capacity building to (1) evidence and target specific community needs (2) develop appropriate projects, (3) design evaluation systems which embed good practice, measure and demonstrate impact, (4) adhere to effective governance, (5) deliver volunteer programmes and (6) collaborate / develop partnerships.

How we Know – ongoing dialogue with our 150+ member BAMER groups, extensive mapping, research and surveys e.g. Consultation : September 2012, Survey conducted for Comic Relief and dedicated project reporting [January – March 2013].

Project Description – "Founding the Future" will address 7 key spheres :-

1. Leadership Development – to end a 'dependency culture' many BAMER groups have with 2nd tier bodies – developing leaders to promote self sufficiency and sustainability of their groups
2. Providing 'a Voice' for the BAMER Community – development of Forums and other functions which bring communities together and identify / promote their needs
3. Capacity Building – 1-1 consultancy, workshops and training events including Business Planning, Quality Development [e.g. PQASSO] and bid writing to equip / resource BAMER groups.
4. Measurement [Evaluation] – development / adoption of dedicated systems to track progress and evaluate services to measure and demonstrate impact e.g. to funders
5. Research of real needs in the community i.e. how to conduct research – supporting BAMER organisations to conduct group workshops / surveys to research community needs.
6. Partnership & Mergers to build capacity, develop stronger funding bids / contract tenders, influence strategy [have a voice] and promote sustainability
7. Volunteering – enabling BAMER groups to engage more volunteers through promotion of funded / formal programmes ensuring professional conditions for participants.

Outputs / Measurable Targets – include :-

1. 48 BAMER Groups to build capacity via a programme of training and 1-1 consultancy
2. 48 BAMER Groups to develop networks, partnerships and collaborations including cross-sectoral links [16 per year]
3. 48 BAMER Groups to develop volunteer policies and provide opportunities for volunteering
4. 300 individuals from BAMER communities to learn new skills through capacity building, volunteering and access to project spheres [100 per year]

Evelyn Oldfield Unit Capacity – 19 years experience as a specialist provider to BAMER Groups [we exceed all project targets], we are sustainable [secure funding for the foreseeable future and a healthy reserve] and cost effective [2 year organisational development / restructure].

City Bridge Priority – 'Strengthening the 3rd sector – the project will provide capacity building for BAMER groups including (1) support regarding fund raising, governance, planning etc. (2) promoting collaborative work, partnerships and mergers (2) raising standards of volunteer programmes encouraging more people from BAMER communities to volunteer (3) development of improved evaluation systems and methods for conducting project measurement

Principles Of Good Practice – (1) participant organisations will be involved in evaluation / planning of the project e.g. the Board is 100% representative of BAMER communities and we have regular dedicated committees for each EOU project (2) diversity promoted i.e. 130+ members from all BAMER communities, (3) our reports, research and conferences are well known in sharing learning and information (4) we have a formal green policy led by an Office 'Green Champion' and encourage member groups to develop environmental policies which we support.

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

Measurement – dedicated measurement system conducted by the Development Worker supported by the EOU Director, Volunteer Development Worker, volunteers and representatives from project User Groups to develop a team approach and align with accreditations [PQASSO and Investors in People].

Monitoring – monthly monitoring exercises will collate statistical data [working with participant BAMER Groups] including numbers participating / type of activity accessed, demographic profiles, 1-1 analyses e.g. business plans prepared, research exercises conducted, funding bids made and other measures e.g. volunteers recruited / in service after 6 months and workshops / training delivered.

Evaluation – conducted to measure project / CBT outcomes including impact assessment [initial exercise plus 6 – 12 month follow up], feedback from questionnaires / surveys of groups, attendee questionnaires from all training, events and meetings and regular team meetings to evaluate the programme’s impact. External evaluation to review the project, conduct interviews and gain feedback from participants as an objective viewpoint.

17. Beneficiaries

How many people will benefit from the grant per year? 300 individuals via 48 BAMER groups			
In which local authority is your organisation based? London Borough of Islington			
Which borough(s) of Greater London will benefit from this grant? (if more than one, please give % for each) Pan-London - we have developed a 'Quadrant' approach, therefore we will spend 25% of our time in East, West, North & South London boroughs			
At what address will the activity be located? Resource for London, 356 Holloway Road, N7 6PA and via outreach			
What age group will benefit? The project is open to all ages achieved by targeting BAMER groups as a 2nd tier function			
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) All BAMER Communities	100
Open to everyone			
What proportion of the beneficiaries will be disabled people? 10% reflecting the demography of disabled people supported by BAMER groups			

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 £
Salary 1, NI & Pension	18,724	19,120	19,523	57,367
Salary 2, NI & Pension	15,242	15,568	15,900	46,710
Revenue Costs [Recruitment, general project revenue, staff travel, training, promotions and consultancy / evaluation]				
Volunteer Programme	4,550	3,574	3,348	11,472
Programme Costs	2,200	2,200	2,200	6,600
Overheads [Calculated at 10% of project]	5,456	5,438	5,497	16,391
TOTAL	60,012	59,816	60,464	180,292

What income has already been raised?

(List amounts and main sources)

Source	Year 1 £	Year 2 £	Year 3 £	Total £
Big Lottery [Reaching Communities]	29,082	29,484	29,895	88,461
TOTAL	29,082	29,484	29,895	88,461

What other funders are currently considering the proposal?

N/A the project has been planned to operate via 2 matching funders - we have the secure Lottery moneys and we hope this CBT proposal will be supported to enable the project to progress into operations

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 £
Development Worker Salary & Oncosts	18,724	19,120	19,523	57,367
Revenue Costs	4,550	3,574	3,348	11,472
Programme Costs	2,200	2,200	2,200	6,600
Overheads [Full cost recovery]	5,456	5,438	5,497	16,390
TOTAL	30,930	30,332	30,569	91,830

20. Funding requested from the Trust (continued)

When will the funding be required?

1st December 2013 to initiate the project ready for 2014

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

If so, how will it be resourced? **Funder priorities regularly change in response to community / 3rd sector needs – as such, "Founding the Future" will be delivered for 3 years addressing current [identified] needs without plans beyond the term – ongoing evaluation and needs analyses will inform the next phase based upon new evidence identified in practice as community/groups' needs change.**

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

N/A – there are no planning or other consents required for this project which is a revenue based capacity building programme for BAMER groups across London

Declaration on behalf of applicant organisation

I, **Mulat Haregot** (your name)

am an authorised representative of

Evelyn Oldfield Unit (EOU) (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

Signature



Date **4th July 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

Committee:	Date:
The City Bridge Trust	12 th February 2014
Subject: Strategic Initiative: 'London Time Credits'	Public
Report of: Chief Grants Officer	For Decision
<u>Summary</u>	
<p>This paper proposes that you continue to fund the charity, Spice Innovations, to further develop its innovative model of volunteering in London over the next three years. It sets out the progress made during the past two years of your funding and Spice's plans to roll out the model into other London boroughs over the next three years.</p> <p>Recommendation</p> <p>That you approve a sum of £385,200 over 3 years (£134,400; £138,400; £112,400) to continue the development of an innovative model of volunteering in London, to be charged against the City Bridge Trust Strategic Initiatives allocation for 2013/14.</p>	

Main Report

1.0 Background

- 1.1 For the past two years, you have funded the charity, Spice Innovations, to develop a new model of volunteering in London, as a Strategic Initiative. You approved the sum of £163,980 over one year in May 2011 and in October 2012, you approved the further sum of £164,500 to continue the initiative for a further year.
- 1.2 The model builds on the time banking approach to volunteering (whereby participants 'deposit' their time in the bank through volunteering and then 'withdraw' their time when they themselves need help with something). With this new model, people use their time credits ('Time In' i.e. time spent volunteering) as a 'currency' in exchange for trips, events, entertainment or recreational facilities ('Time Out' activities) or to donate to another as a gift.
- 1.3 In 2011, Spice secured start-up funding of £400,000 from the Office for Civil Society and NESTA (National Endowment for Science, Technology and the Arts), together with £150,000 from two foundations, in order to kick-start the time credit programme in six locations in England and to create a platform for developing time credits nationally. One of the

locations was LB Lewisham and your grant enabled Spice to complement its work there by developing the time credits with three other London authorities – the Cities of London and Westminster as well as LB Tower Hamlets, in order to create four demonstration models that could be rolled out across London.

2.0 Progress in London to date

- 2.1 A full-time Head of Localities, hosted by City of London Corporation's Community and Children's Services, has led on the development of the London Time Credits programme with four London Partners (or 'hosts') – the City of London Corporation, LB Lewisham, Paddington Development Trust (in Westminster) and Look Ahead Housing Association (in 19 sites across London), leading to four models, each with a different focus. She has also recruited, trained and managed the three Localities Facilitators working at the borough level that have also been the subject of your funding.
- 2.2 All partners now have their own time credit currencies, or 'Spice Pounds', with one time credit earned for every hour given. Each partner's currency has its own 'brand' and the notes have been attractively designed.
- 2.4 Spice, together with its four partners, or 'hosts', has been working with the voluntary and community sector and public services to embed time credits as a way to engage people more meaningfully in services. Each locality has a different focus, depending on the local context. By October 2013, 90 organisations and groups were working on the initiative to embed London time credits and over 1,100 people had earned time credits in London. A network of over 60 'Time Spend' partners, where time credits can be used – either locally or London-wide - has been established, including Millwall Football Club, the City Lit Centre for Adult Learning and the Barbican. This forms part of the wider UK network of over 200 'spending' organisations.

3.0 City of London Corporation

- 3.1 Time Credits have been trading in the City of London since June 2012, where the focus has been on developing time credits in the Portsoken Ward. Since then, over 1,700 hours have been given by 180 people. The commissioning team has been trained to involve users in commissioning, designing and delivering services. In addition, training providers (including City Gateway, CSV, Recycling Fusion and Toynbee Hall) have been encouraged to integrate time credits into their services.
- 3.2 Time credits are helping to support community development activity in the City where residents are growing in confidence and are starting to establish community-led groups, such as two gardening groups that have started on the estates and a cookery group.

- 3.3 The Town Clerk is an enthusiastic supporter of time credits and has requested Chief Officers to explore how time credits can be integrated across COLC departments. Most obviously, this could be through opportunities to both earn and spend time credits through the Corporation's libraries and Open Spaces but possibilities for spending time credits could also include obtaining financial or legal advice, for example, from City staff.

4.0 Lewisham

- 4.1 Here, the Localities Facilitator is based within Lewisham Council where the focus has been on health and social care needs. A formal launch event was held in March 2013, hosted by Millwall Football Club, a popular 'spend' partner and opened by the Mayor of Lewisham, Sir Steven Bullock. The event was attended by key partners from the voluntary and community sector, health and social care providers, the local authority and partners from the business community. "Lewisham Time Credits – the movie" was premiered at the event in which a diverse group of participants shared their experience of time credits.
- 4.2 Spice is working with 600 people across 32 organisations in Lewisham. Most recently, time credits have been used across four local authority day centres. Time credits have been incorporated into the day centres' central service user committee where service users' contributions, such as shaping services; planning and organising events; and volunteering in on-site shops; can be recognised.
- 4.3 The Lewisham initiative is also working closely with local conventional Time Banks to integrate time credits into these schemes under a 'Lewisham Time Network'.

5.0 Westminster

- 5.1 Initially, Spice worked in partnership with Paddington Development Trust in Queen's Park where time credits were launched in August 2012. This partnership continues to thrive and more recently, Spice has worked in partnership with Westminster Volunteer Centre and Genesis Housing in order to grow the project into the surrounding wards of North Westminster, Harrow Road, Westbourne Park and Church Street, thereby creating a north Westminster hub.
- 5.2 As at October 2013, there were 17 voluntary and community groups and 204 individuals involved in the initiative, with this number anticipated to expand rapidly over the coming months.
- 5.3 During the past 6 months, Spice has also started to work with more service delivery organisations, including a family centre, where young people are earning time credits for delivering activities, thereby bring time credits to new audiences and settings.

6.0 Look Ahead Housing Association

- 6.1 Spice has worked with the housing and social care provider, Look Ahead, to use time credits to help it in its strategic aim of encouraging co-production within its services for clients with disabilities and/or mental health problems. Service users with high support needs earn time credits for organising and running events; contributing to tenants' meetings and participating in the design of services.
- 6.2 Since May 2012, Spice has enabled time credits to be utilised in 19 of Look Ahead's services in London, benefitting nearly 120 clients. It is now looking at how time credits can be expanded into additional services.

7.0 Other projects

- 7.1 During the summer of 2013, Spice ran a 'Spend with a Friend' campaign to thank existing volunteers and to encourage new ones to come forward, with match funding from the Cabinet Office. This enabled Spice to work in 8 additional London boroughs, in partnership with 71 London organisations, including the Science Museum, the Big Lunch and several local volunteer centre and hospitals. 6,632 people earned time credits as part of the campaign.

8.0 Future Plans

- 8.1 By 2017, Spice plans to be working to support five regional hubs in England (one of which will be London) and two in Wales that will contain a network of four thematic programmes – Communities; Health and Social Care; Social Housing; and Schools and Young People.
- 8.2 Spice will continue to work with its first phase partners in the Cities of London and Westminster, LB Lewisham and with Look Ahead. Having established a pricing structure for participating partners, the time credits model is now fully funded in these localities.
- 8.3 Support over three years from the Trust would enable Spice to expand the London Time Credits programme and build the infrastructure necessary to support the development of the model across London.
- 8.4 Over the next three years, Spice proposes to develop the model in 5 – 6 new London boroughs, in partnership with the local authorities concerned, housing associations, schools and the voluntary sector. In addition to Westminster, considerable interest has already been shown by Hammersmith and Fulham and by Kensington and Chelsea, with further interest shown by Barking and Dagenham, Havering, Hackney, Haringey, Southwark and Waltham Forest.
- 8.5 It is also proposed to expand the range of 'Time Spend' partners to include more high profile, national partners as well as local ones. It is proposed to recruit a London Partnerships Manager to develop relationships with new partners and to roll out a marketing and communications strategy.

8.6 A London Partnerships Manager would also look at what barriers there are to spending time credits and prototype ways to overcome these, for example, by promoting time credits as an opportunity to try new activities and improve health and wellbeing.

8.7 Spice anticipates that 'London Time Credits' will engage an additional 15,000 people over the next three years to volunteer in their local communities, with a particular focus on community groups; health and social care organisations; schools and young people; and housing providers.

9.0 Cost

9.1 The cost of the proposed development of London Time Credits is set out in the table below which also shows the proportion that your funding would represent of the total London budget. The proportion tapers downwards each year as it is anticipated that as the model is established in new localities, funding will be provided by the participating partners.

	Salary	Oncosts	Expense s	Training	Overhead s	Total 2014- 15	Total 2015- 16	Total 2016-17
London Strategic Lead	45,000	8,100	2,400	500	7,000	63,000	64,900	50,100
London Partnership Manager	34,000	6,120	2,400	500	7,000	50,020	51,500	39,800
Head of New Business – 1 day per week	9,600	1,730	480	100	1,400	13,310	13,700	14,000
CEO – 0.5 days per week	6,000	1,080	240	50	700	8,070	8,300	8,500
Total	94,600	17,030	5,520	1,150	16,100	134,400	138,400	112,400
% of total London budget						36%	26%	14%

Total over 3 years: £385,200

10.0 Financial Observations

10.1 Spice's audited accounts for the year ended 31st March 2013 show a deficit of £180,577 (17.6% of turnover) comprising £264,955 on restricted funds, partially offset by a surplus on unrestricted funds of £84,378.

10.2 The trustees of Spice are in the process of drafting a reserves strategy which they say will include a three-year target to hold a minimum of 3 months' worth of annual expenditure. Based on the current year forecast

this would equate to £350,516. At 31st March 2013 free unrestricted reserves amounted to £168,815 which equates to 1.4 months' worth of current year expenditure.

- 10.3 The forecast for the current year 2013/14 shows a surplus of £110,592, comprising £95,951 on unrestricted funds and £14,641 on restricted activity. Total income is expected to be £1,512,658, of which £1,151,587 (76%) had been received as at 31 December 2013. Given the forecast surplus, the organisation is expecting free unrestricted reserves to increase to £258,000 by the end of March 2014 equating to 2.2 months' worth of total expenditure.
- 10.4 The budget for 2014/15 shows confirmed income as at 20 January 2014 of £1,039,956 and total expenditure for the year of £1,233,530 resulting in a deficit of £193,575. A number of applications are currently pending with decisions due shortly which if successful would meet the deficit shortfall. In the event that these applications are not successful, budgeted expenditure for the year would be reduced accordingly.

11.0 Conclusion

- 11.1 The London Time Credits initiative is proving an effective model for shifting a culture of passive receipt of services to active participation and development of co-produced services. It is a ground-breaking initiative that has opened up volunteering to new audiences and enabled people to be more closely engaged with their local communities.
- 11.2 Your support for the past two years has been critical in enabling the model to become sustainably embedded within the Cities of London and Westminster and the boroughs of Lewisham and Tower Hamlets, as well as other Look Ahead locations.
- 11.3 With the model now firmly embedded in these locations, further funding for the next three years will enable Spice to roll out the model to benefit other London areas, as well as increase the range of 'spend' partners.

Recommendation

That you approve a sum of £385,200 over 3 years (£134,400; £138,400; £112,400) to continue the development of a new model of volunteering in London, to be charged against the City Bridge Trust Strategic Initiatives allocation for 2013/14.

Jenny Field, Deputy Chief Grants Officer
020 7332 3715
jenny.field@cityoflondon.gov.uk
Report written: 19th August 2013

Committee:	Date:
The City Bridge Trust	12 th February 2014
Subject: Strategic Initiative: 'Greening the Economy' Conference	Public
Report of: Chief Grants Officer	For Decision
<u>Summary</u>	
<p>This paper proposes that you organise a conference with the theme 'Greening the Economy' in collaboration with the Calouste Gulbenkian Foundation.</p> <p>Recommendation</p> <p>That you approve a budget of up to £20,000 towards the cost of a conference entitled 'Greening the Economy' to be held in May 2014, to be charged against the City Bridge Trust Strategic Initiatives allocation for 2013/14.</p>	

Main Report

1.0 Background

- 1.1 As London's largest environmental funder, you have exercised considerable influence and leadership in this field, including developing new and strategic initiatives such as the London Sustainability Exchange (LSx) which you established with grants totalling £1.65m over a five year period. LSx promotes and communicates the concept of sustainable development across the charitable, public and business sectors.
- 1.2 You have also shown leadership through your *Greening the Third Sector* initiative which offers environmental audits to London charities. Learning from the original pilot of this initiative was shared in your occasional publication 'The Knowledge - Learning from London' and helped influence the Charity Commission's guidance on environmental responsibility and the role of charities. The pilot won a 'Green Apple' award in November 2007.
- 1.3 This paper proposes a conference to be held in May on the theme 'Greening the Economy' which will help to disseminate the considerable environmental experience and knowledge which you have amassed during the life of the Trust and enable your grantees to share theirs. Over the years the conferences which you have organised have demonstrated your expertise as convener, as a catalyst for change and for offering a forum for small organisations to make connections and to learn from and to be inspired by the work of others. Recent conferences

you have organised have included the dissemination of research undertaken for the Trust by the Institute for Public Policy Research (IPPR) on the future care needs of London's growing older population and launching the findings of Refuge and NSPCC's research into the needs of children and young people living with domestic violence. Both of these conferences attracted widespread media coverage, thereby raising the profile of the issues raised and enabling new audiences to be reached.

- 1.4 Last July, you held a conference in partnership with Barrow Cadbury Trust, LankellyChase Foundation and nef (New Economics Foundation) entitled 'Creative Solutions for Tough Times', a highly successful event which showcased practical and local responses to poverty and inequality and received much positive feedback.

2.0 Other Environmental Achievements

- 2.1 **Growing Localities:** The Trust has also demonstrated similar leadership at the community level. In 2012 – 2013 you launched your Growing Localities £2m grants programme to celebrate H.M. Queen's Diamond Jubilee. This was additional to your main grants programme London's environment.

- 2.2 Growing Localities comprised two themes, the first, 'Growing and Greening' encouraged small community organisations to grow their own food and to improve open spaces in their localities. The range of organisations which you supported was impressive and the work funded has changed the landscape of many of London's communities whilst often contributing to the local economy through a number of innovative food growing initiatives. Examples include the 'Edible Playgrounds' project of Trees for Cities, a school based project where children learn how to grow their own vegetables, the importance of nutrition and at the same time improve the appearance of the playground. 'Grow bags for Gourmets', a project of St Luke's Trust, helps older people grow their own food, even on tiny balconies. As well as environmental benefits, the scheme helps improve well-being and in a modest way contributes to the 'green economy'. You have supported bee-keeping initiatives, community growing projects and even helped plant orchards in London.

- 2.3 The programme's second strand, Horticultural Work Training, promoted horticultural work training and helped address the then rising unemployment figures. It is benefitting some of the most disadvantaged Londoners including those with learning difficulties, mental health issues, ex-offenders and young people described as NEET (not in education, training or employment). Work funded included a grant to St. Mungo Community Association, a major provider of services for homeless people. Its 'Putting Down Roots' project is a training ground for homeless and ex-homeless people where they can learn a variety of horticultural skills, helping prepare them to return to the world of work. Based in Merlior Street, formerly a derelict area used by people from a

nearby homeless centre, it has now been transformed into a Parisian style park with an area for food growing. As well as benefitting from therapeutic gardening, participants acquire horticultural skills which will help them back into the labour market. 'Putting Down Roots' has a business-like approach and some of the produce supplies a local restaurant thereby playing its part in the local economy.

- 2.4 Last year, you launched the 'Growing Localities Awards', in partnership with Lemos and Crane, which recognised and celebrated the very best of "growing and greening" initiatives from non-profit organisations large and small. A highly successful Awards Ceremony was held at the Barbican in April 2013. Feedback from the event was universally positive, with community groups particularly valuing the opportunity to network and share their experiences. As a consequence, you have agreed to continue the partnership in 2013/14. A total of 140 applications have been received this year (compared with 97 last year) and judging is due to take place in March 2014.
- 2.5 Case studies from the Awards were written up into your latest edition of 'The Knowledge – Learning from London' which particularly highlighted the role that participation in horticultural activities can play in increasing health and wellbeing amongst vulnerable people.
- 2.6 'Growing Localities' is now established as a recognised 'brand' amongst those working in London's environmental sector. Officers would like to use the proposed conference as an opportunity to consult on a possible successor scheme for this initiative that would build on its success to date.
- 2.7 **Get Young People Working – the Youth Offer:** This £3.2m initiative, launched in 2012, was one of your responses to the growing problem of youth unemployment. Each of the 32 London boroughs was offered £100,000 to work with a voluntary sector partner to improve the employability of young people who are NEET. Through work training and apprenticeships, literally hundreds of young Londoners are benefitting. Some of these boroughs are working with charities providing horticultural training. In Waltham Forest, for example, the charitable social enterprise, OrganicLea, trains young people with learning disabilities to grow food, which then supplies local shops and restaurants. Trainees also produce 'veg boxes' of seasonal food for the domestic market. It is an exemplar project which addresses several of your priorities and at the same time is making a significant contribution to the green economy.

3.0 Sharing the Learning – The Conference Proposal

- 3.1 Your environmental portfolio, as illustrated by the earlier paragraphs, therefore, contains a range of good practice and innovation which deserve wide dissemination. Funding for the environment is an area often overlooked by charitable funders who do not always recognise the

wider social, regenerative and economic benefits. Therefore, there is a real need to highlight the role of the environment in promoting healthy living, well-being and the employment opportunities it offers to people of all abilities.

- 3.2 It is proposed to work in partnership with the Calouste Gulbenkian Foundation, a national funder, on a major conference to help spread the learning from your respective environmental programmes, with the theme of 'Greening the Economy'. A third funder is considering joining the collaboration, but this is yet to be confirmed. If it does join the collaboration, its financial contribution would reduce the amount of funding required from the Trust.
- 3.3 The conference would aim to:
- share learning and best practice among small local organisations and with larger, established environmental organisations, including think tanks
 - inform other funders and policy makers about the value of engaging with the environment and the wide benefits it brings to individuals, communities and the local economy in terms of increasing health and wellbeing, particularly amongst those who are vulnerable .
 - enable City Bridge Trust to consult on how to build on the success of its 'Growing Localities' work and design a successor programme (see paragraph 2.6).
- 3.4 It would target relevant grantees of City Bridge Trust and the Calouste Gulbenkian Foundation, other funders, policy makers and other key commentators. A minister would be invited to speak but a key component would be an 'open space' session¹ where grantees can learn about different approaches, network and build collaborations. City Bridge Trust would benefit from this learning, not only to build on the success of 'Growing Localities' but also to look at where, for example, a targeted small grants initiative might be most effective.
- 3.5 A multi-agency steering group comprising funders, representatives from environmental agencies and voluntary organisations would advise on content and detailed arrangements.
- 3.6 It is suggested that conference would take place at a City venue, possibly Guildhall or The Barbican Centre. The Chief Grants Officer is currently investigating suitable venues, possible discounts/ free lets. Depending on the outcome of this, there may be a reduction in the venue hire budget line.

¹ 'Open Space' is a type of facilitation that aims for maximum participation, energy and focus

4.0 Cost

4.1 The cost would be as follows:

• City/Central venue hire, lunch, refreshments, AV hire	22,650
• Publicity and Conference Report	2,500
• Cost of filming the event	2,500
• Conference facilitation	1,350
• Contingencies/sundries	<u>2,000</u>
TOTAL	30,000

4.2 It is proposed that the Trust and Calouste Gulbenkian Foundation each provide half of this amount, that is, £15,000 each. In addition, you are asked to approve a budget to meet the Trust's costs in organising the event (£3,000) and to engage a media agency, such as Champollion, to provide press and media support surrounding the event (£2,000) making a total of up to £20,000. As stated earlier, this is the maximum that will be required and the budget may reduce if venue hire costs are less than currently estimated and/or if a third funder comes on board.

5.0 Conclusion

5.1 The proposed conference represents a real opportunity to add value to your grant-making by demonstrating your commitment to sharing and embedding learning.

5.2 Collaborating with other funders obviously reduces the cost to the Trust of the conference costs but other positives of working in partnership include an opportunity to bring together national, regional and local initiatives to highlight innovative practice and help local organisations achieve national recognition.

5.3 The collaboration would also offer the opportunity for some of your grantees to meet other funders who may be interested in funding some of the successful models, thereby increasing the sustainability of other work in which you have invested.

5.4 Furthermore, the conference would provide an opportunity for the Trust to consult on how a successor programme to your 'Growing Localities', initiative might be constructed and targeted and where it might most effectively develop a small grants programme.

5.5 The experience of other collaborators is that a partnership approach sends a stronger message, results in a greater profile and attention on the core issue the conference is covering, as was demonstrated in the 'Creative Solutions for Tough Times' conference you held in July 2013 in partnership with Barrow Cadbury Trust, LankellyChase Foundation and Nef (New Economics Foundation). The proposed multi-agency steering group to advise on the detail of the conference will build a collaborative approach to the delivery of this proposed conference.

Recommendation

That you approve a budget of up to £20,000 towards the cost of a conference entitled 'Greening the Economy' to be held in May 2014, to be charged against the City Bridge Trust Strategic Initiatives allocation for 2013/14.

David Farnsworth, Chief Grants Officer

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Report written: 29th January 2014

Committee:	Date:
The City Bridge Trust	12 th February 2014
Subject: Strategic Initiative: Impact Incubator	Public
Report of: Chief Grants Officer	For Decision

Summary

This paper proposes that you support Social Finance’s Impact Incubator project, an initiative seeking to combine grant-makers’ expertise in social issues and effective charitable action, with Social Finance’s expertise in developing sustainable funding models. At a time when the charitable sector faces considerable funding pressure, the Impact Incubator is an initiative designed to grow and sustain successful solutions to some of society’s most complex and entrenched problems. In addition to the grant finance sought, City Bridge Trust is also requested to participate in the project steering group, and this should be a valuable opportunity to learn from other grant-makers as well as from Social Finance. If successful, the Impact Incubator is likely to benefit many charitable organisations and help City Bridge Trust identify where it can achieve greatest impact.

Recommendation

That you support the first year of Social Finance’s Impact Incubator project with a grant of £24,000, to be charged against the City Bridge Trust Strategic Initiatives allocation for 2013/14.

Main Report

1.0 Background

- 1.1 Established in 2007, Social Finance is a not-for-profit organisation working to tackle entrenched social problems such as financial exclusion, drug dependency, re-offending and social isolation, through the development of new funding mechanisms and delivery models. Social Finance is perhaps most widely known for the work it is delivering to reduce recidivism rates amongst short-sentence offenders at Peterborough Prison. This brings together several charities who work collaboratively to deliver a package of support that is funded by several grant-making trusts. If the programme achieves pre-agreed outcome targets then the Ministry of Justice has agreed to pay the grant-making trusts (who have provided the risk capital) their original investment plus a small ‘profit’ which is based on the assumed savings to the State

arising from rehabilitation. This funding mechanism is known as a Social Impact Bond and represents an innovative way to resource charities that deliver preventative services (which often otherwise struggle to raise finance for their work). It also offers grant-makers the opportunity to recoup and reuse their finance if the desired social impact is achieved.

- 1.2 Grant-makers, including City Bridge Trust, have a good understanding both of complex social problems and of charities delivering effective solutions. However, grant-makers are also aware that many charities struggle to find funding that allows them to either sustain their services or grow them to scale. Grant funding is usually time-limited, and grant-makers normally require organisations which have received funding to seek support from other sources at the end of their grant.
- 1.3 Social Finance proposes to work with several leading grant makers to establish an "Impact Incubator". This project will combine grant-makers' understanding of successful social change with Social Finance's expertise in investment structuring. The incubator project will work to develop sustainable funding models that address social issues faced by vulnerable communities, aiming to produce work that is as ground-breaking as the Peterborough Social Impact Bond.
- 1.4 The focus of the project will be developing successful responses to entrenched social issues. This will not necessarily be focused on an individual charity's work, but may rather draw together a number of organisations which can, collaboratively, deliver the desired impact.
- 1.5 The Impact Incubator seeks to address five issues. First, charities often struggle to develop sustainable business models. Second, despite the significant knowledge held by grant-makers of the causes and effective solutions to social issues, grant-makers generally lack the capacity to help charities to expand their work beyond the life of any one grant. Third, despite its value to the charity sector there is relatively little funding for work to develop sustainable business models. Fourth, given funding pressures on the charity sector, there is widespread interest in developing new models that attract new finance beyond grants. Fifth, there is growing interest in social investment, and a growing pool of investors who are seeking investible propositions.

2.0 Delivery Model

- 2.1 The Impact Incubator has been designed as a five year project. Social Finance will start the project with a six month research phase, evaluating which social issues should be prioritised as well as establishing reporting and project governance structures. The incubator is expected to launch formally in September 2014. For each issue selected by the Incubator, there will be a period of model development follow by implementation. Model development, which will focus on developing sustainable social programmes, will depend on grant-funding whilst implementation will

involve taking the new model to a wider investment market. Social Finance will concentrate on two social issues each year, ten in total if the Impact Incubator runs to full term.

- 2.2 Social issues will be selected on the basis of scale (how many people are affected, and how acutely they are affected), potential to engage several grant-makers in the topic, strength of the charity sector's response, possibility to draw in finance from public sector commissioners, and feasibility of developing a sustainable funding model.
- 2.3 Work will be delivered by a core team at Social Finance, with oversight provided by a Steering Committee of grant-makers and charity sector practitioners. The committee will provide input on the social issues selected, the models developed, and the future plans for the Impact Incubator.

3.0 Cost

- 3.1 The five year Impact Incubator project is divided into pre-launch, model development and capital raising phases. Total project costs are £508,000 over the five years. Social Finance has already secured a contribution from the Tudor Trust, and is close to confirming financing with two other leading grant-makers. You are asked to contribute £24,000 which would provide cornerstone funding to allow the first year's work of the Impact Incubator to get underway. The recommended level reflects the geographical focus of the Incubator which, although intended to benefit London communities, will also examine social issues across the UK.

4.0 Conclusion

- 4.1 The potential for the Impact Incubator to identify ways in which several organisations can collaborate is attractive. Social problems rarely occur in isolation, and holistic models that combine the strengths of different agencies are more likely to deliver lasting impact than interventions by a single agency. City Bridge Trust would have a seat on the project steering panel and remain involved throughout, contributing its knowledge of the charitable sector and of social issues. There is likely to be valuable learning for the Trust through participation in this project, not only through building a greater understanding of sustainable funding models, but also through ongoing engagement with other grant-makers.

5.0 Recommendation

That the Trust supports the first year of Social Finance's Impact Incubator project with a grant of £24,000, to be charged against the City Bridge Trust Strategic Initiatives allocation for 2013/14.

Tim Wilson, Principal Grants Officer
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Report written: 21st January 2014

Committee:	Date:
The City Bridge Trust	12 th February 2014
Subject: Strategic Initiative: Islington Giving	Public
Report of: Chief Grants Officer	For Decision
<u>Summary</u>	
<p>This paper proposes that you continue to support, in association with Islington Giving, a proven model to encourage giving money, time and talents to improve Londoners' lives. It will also enable the successful model to be shared and developed with other London boroughs.</p> <p>Recommendation</p> <p>That you approve a sum of £220,000 over 2 years (£100,000; £120,000) to support the further development and roll-out of the Islington Giving model, to be costed against your budget for Strategic Initiatives for 2013/14.</p>	

Main Report

1.0 Background

- 1.1 Islington Giving is a unique model of charities working together. It brings together six different organisations inspired by the Cripplegate Foundation. The coalition consists of five funders who all work in Islington; and Voluntary Action Islington, the umbrella organisation for community groups in the borough.
- 1.2 You were a founder funder of this initiative; and it has proved a considerable success in leveraging additional resources, including:
- Over £2m raised to support charitable work in the borough;
 - More than 1,300 volunteers involved;
 - Over £1.4m invested in local organisations;
 - A £300,000 partnership with Arsenal Foundation as part of its celebration of 100 years in Islington.

2.0 Proposal

- 2.1 The proposal is to build on the early success of the Islington Giving model and to further develop the model, whilst supporting other London boroughs to learn from the experience and to inform the development of similar initiatives.

- 2.2 Your previous grant has enabled considerable work to be undertaken with older people in Islington: reducing isolation using local venues, open spaces and opportunities as a way of supporting older residents to meet others and to connect with friends and with their wider community.
- 2.3 This targeted work continues to inform the development of the Islington Giving model and can be seen as a piece of action research which is also providing practical benefits.
- 2.4 The proposal is to continue supporting this work targeting older people in Islington and also to fund a part-time post to assist in taking the model and working with other boroughs to see how they may use the experience to develop a local initiative that can replicate the success of Islington Giving.

3.0 Costs

- 3.1 The Trust is being asked to provide a contribution of £220,000 over two years; £100,000 in the first year and £120,000 in the second year. This contribution would support:
- Staffing costs for the lead delivery organisation and partners delivering targeted work with older people (including Age UK and North London Cares);
 - The cost of a part-time dedicated post (based at the Cripplegate Foundation) who would work with other London boroughs to replicate the Islington Giving model in a way which is locally appropriate;
 - A £3,500 contribution to volunteer travel and support costs; and
 - £1,000 towards promotional materials
- 3.2 The uplift in year two reflects the anticipated expansion in the number of delivery partners.

4.0 Financial Observations

- 4.1 The Cripplegate Foundation is the host organisation for Islington Giving and will be legally responsible for any grant you may agree. . Cripplegate is a grant-giving foundation with an investment asset base of £29.5m (as per the audited accounts of 31 December 2012).
- 4.2 Cripplegate's operating surplus for the year ended 31st December 2012 was £78,147 (2.9% of turnover), comprising a deficit of £145,212 on endowment funds, offset by surpluses of £124,586 on unrestricted funds and £98,773 on restricted funds. Gains on the revaluation and disposal of investments of £1,496,284 contributed to an overall surplus of £1,574,431.

- 4.3 The reserves policy states that the organisation aims to hold free unrestricted reserves of at least £700,000 which is equivalent to 7 months' worth of 2014 unrestricted budgeted expenditure. The audited accounts as at 31 December 2012 show free unrestricted reserves standing at a negative £1,194,078. The charity advises that this should not be cause for concern as at the time the accounts were prepared, the £1.125m cost of the purchase of Cripplegate's new premises had been met from unrestricted reserves and had not yet been allocated against the endowment. We are advised that this sum will be set against the endowment in the accounts for the year ended 31 December 2013 which are currently being drafted (a copy of which will be available in April 2014).
- 4.4 Cripplegate's draft outturn position for 2013 shows total income of £2,012,614, expenditure of £1,824,980 and a surplus of £187,634 (£127,762 restricted and £59,872 unrestricted).
- 4.5 Cripplegate's current year 2014 budget shows a break even position on income of £2,078,580 all of which has been confirmed, comprising a deficit of £4,000 on restricted funds offset by a surplus of £4,000 on unrestricted funds.
- 4.6 **Islington Giving (a restricted fund of Cripplegate Foundation which would benefit from this CBT grant):**
Cripplegate's audited accounts for the year ended 31 December 2012 show that the Islington Giving restricted fund ended the year with a total holding of £686,730, which was an increase of £259,430 over the previous year.
- 4.7 Islington Giving's draft outturn position for 2013 shows total income of £404,117, expenditure of £310,575, and a surplus of £93,542. This should increase the restricted fund to a total of £780,272.
- 4.8 Islington Giving's current year 2014 budget shows total income of £656,700, expenditure of £500,000, and a surplus of £156,700. This should see the restricted fund further increase to £936,972. The charity advises that this fund is needed to meet expenditure for increased activity into the subsequent year(s).

5.0 Allocation from Strategic Initiatives

- 5.1 It is proposed that the cost of £220,000 is charged against your 2013/14 allocation for Strategic Initiatives of £747,500 (subject to the potential uplift, depending upon your decision on the recommendation set out earlier in these papers in the Chief Grant's Officer's Progress Report).

6.0 Conclusion

- 6.1 You have been praised for your contribution as a founder funder of this innovative partnership. The initial contribution from the founder funders has levered in considerable additional resources for the benefit of communities in Islington.
- 6.2 The model has been externally evaluated with very positive results. It also received a 'Highly Commended' in the 2013 Charity Awards for Innovation in Funding and Grantmaking.
- 6.3 This is an opportunity to embed early success; further develop the model and to replicate the success of one borough in other areas of London.

5.0 Recommendation

That you approve a sum of £220,000 over 2 years (£100,000; £120,000) to support the further development and roll-out of the Islington Giving model, to be costed against your budget for Strategic Initiatives for 2013/14.

David Farnsworth, Chief Grants Officer
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Report written: 29th January 2014

MEETING: 12/02/2014

Ref: 12136

ASSESSMENT CATEGORY - Strengthening London's Voluntary Sector

London Funders

Adv: David Farnsworth

Base: Camden

Benefit: London-wide

Amount requested: £54,000

{Revised request: £100,000}

Amount recommended: £100,000

Purpose of grant request: For London Funders to be a space for funder learning and collaboration; a voice for funders in London; and a place to identify effective funding.

Background

LF exists to strengthen and support funders to better meet the needs of Londoners. As a network of funders and investors supporting London's voluntary and community sector it is unique in that its membership comprises local authorities and independent funders. Originally an informal network, your officers have been active in shaping its development and in 2005 it became a registered charity. It has c.100 members including foundations, the public sector and corporate givers. It provides the opportunity for funders to share their experience and learn from each other and a defining feature of its work is its 'cross-sectoralism'. (The City of London Corporation and City Bridge Trust are in membership and find it very useful).

LF helps forge productive relationships which contribute to the wider benefit and overall sustainability of London's voluntary and community sector. It aims to share knowledge about policy issues in London, increase understanding of current funding trends, and identify best practice and innovation in grant making, commissioning and investing. It does this through regular network meetings, the provision of advice and information on the big issues which are impacting London and producing a regular news bulletin, an annual conference and a useful website which provides up to date information on a wide range of funding issues.

Funding History

LF has received one grant from the Trust, in 2011. This was for £84,000 over 3 years to support core costs. The grant will expire in June 2014. If approved, this new funding will begin when the current grant ends. Monitoring of the current grant to date is rated as good.

Current Application

London is a complex city and its funding landscape is changing dramatically. This change is being driven by a combination of factors including the redefining of the role of the state (both national and local),

the changing profile of poverty and the needs of the population within London, and an increasingly complex governance and public policy landscape. No one funder or sector can provide the solution: now, more than ever there is a need for effective collaboration between funders across London. LF is uniquely placed to enable this work.

LF applied for £54,000 over two years by way of continuation of its core grant award. Following an assessment visit by your Chief Grants Officer, and discussion with the organisation's director, LF confirmed that, given the scale and need for successful delivery of its new strategic plan, they would revise their application to £100,000 over two years.

Financial Observations

Audited Accounts for the year ended 31 December 2012 show a surplus of £16,236 (8.8% of turnover), comprising £14,618 on unrestricted funds and £1,618 on restricted funds.

The organisation's reserves policy is to maintain free reserves equal to at least three months' worth of expenditure, which based on the current year budget equates to £38,339. At 31 December 2012, free unrestricted reserves stood at £69,129 equating to 5.4 months' worth of current year expenditure.

Draft accounts for the year ended 31 December 2013 show a deficit of £8,059 (5.8% of turnover), comprising £8,517 on unrestricted funds partially offset by a restricted fund surplus of £458.

The budget for 2014 shows a deficit of £1,056 (0.7% of turnover), all on unrestricted funds. Total income is expected to be £152,300, of which £143,100 (94%) has been confirmed. At 31st December 2014 free unrestricted reserves are estimated to be £59,556 equating to 4.7 months' worth of current year expenditure.

The organisation recently appointed a new director who has implemented a strategy which aims to increase activity and impact. Any additional grant approved by your Committee will contribute to the delivery of this new strategy, combined with the organisation looking to use any of its reserves held in excess of the recommended amount stated in its approved policy.

Officer's Appraisal

LF is uniquely placed to enable more effective funding to meet the needs of Londoners. Given the scale of cuts to funding and the dramatically changed environment, the need for this is paramount and the application sits squarely within your Investing in Londoner's programme area, Strengthening London's Voluntary Sector.

LF has an experienced board, an active membership of c.100, and a clear strategic plan being delivered under able new leadership. It remains

though an organisation with only two employees. A grant at the level of £50,000 a year for 2 years will provide stability to the core team and also free up resources drawn from membership fees to buy additional capacity to deliver better funding for London.

Recommendation

£100,000 over two years (£50,000; £50,000) towards the core costs of London Funders on condition that a satisfactory revised budget is submitted to take account of the increased activity and related spend to deliver LF's strategic plan.

The City Bridge Trust

Investing In Londoners: Application for a grant



About your organisation

Name of your organisation: London Funders	
If your organisation is part of a larger organisation, what is its name?	
In which London Borough is your organisation based? Camden	
Contact person: Mr. David Warner	Position: Director
Website: http://www.londonfunders.org.uk	
Legal status of organisation: Charitable company	Charity, Charitable Incorporated Company or company number: 1116201
When was your organisation established? 03/10/2005	
<p>Aims of your organisation:</p> <p>London Funders mission is to strengthen and support funders to better meet the needs of Londoner's. This mission is achieved by:</p> <ol style="list-style-type: none"> 1. Providing an independent space for cross sectorial forums for learning and collaboration between funders, enabling them to have a shared understanding of issues affecting London and develop collaborative responses; 2. Being a voice for our members and to actively influence policy development and debate in key areas which impact on types, levels and mechanisms for funding in the Capital; 3. Identifying and promoting new and/or effective funding models that can unlock wealth, improve efficiency and enrich the lives of Londoners. 	
<p>Main activities of your organisation:</p> <p>Our main activities are designed to support our mission and aims, and can broadly be grouped into three areas:</p> <p>Information - We provide a monthly e-bulletin covering areas of relevance to funders, sharing members news & developments, updates on policy affecting London; we undertake a range of surveys to obtain members views on various matters, to inform our annual programme of events and support our voice function.</p> <p>Networking & Learning - We provide a programme of learning and development events: Funder Forums- an opportunity to focus in on a major issue effecting London; Learning from Funders - providing learning and development opportunities to improve the work of members; project and action groups targeted on particular themes or policy issues which provide a space to learn, network, & act collaboratively.</p> <p>Promoting & Representing - Making sure that the voice of funders is represented in London's policy and governance structures, and that funders are kept informed on broader issues affecting London.</p>	

Number of staff

Full-time:	Part-time:	Management committee members:	Active volunteers:
2	0	14	0

Property occupied by your organisation

Is the main property owned, leased or rented by your organisation?	If leased/rented, how long is the outstanding agreement?
Rented	5 years

Environmental Impact

City Bridge Trust wants to help voluntary sector organisations to have a positive environmental impact. Please tell us how much your organisation is already doing to have a positive environmental impact using the definitions below to help you decide.
Making progress: We have reviewed our organisation's environmental impact and have started to carry out a plan of improvements.

Grant Request

Details of grant request

Under which of City Bridge Trust's programmes are you applying? Strengthening London's Voluntary Sector
Which of the programme outcome(s) does your application aim to achieve? More organisations with improved skills in financial management More organisations with improved capabilities in monitoring, evaluation and impact reporting
Please describe the purpose of your funding request in one sentence. For London Funders to be a space for funder learning and collaboration; a voice for funders in London; and a place to identify effective funding
When will the funding be required? 30/06/2014
How much funding are you requesting? Year 1: £27,000 Year 2: £27,000 Year 3: £0 Total: £54,000
Do you plan to continue the activity beyond the period for which you are requesting funding? If so, how do you intend to fund it? We will be working over this period to further develop the long term sustainability of London Funders through increasing self-generated income, and developing new sources of funding, including corporate sponsorship and partnerships.
If you need any planning or other statutory consents for the project to proceed, what stage have the applications reached?

Summary of grant request

London Funders mission is to strengthen and support funders, and promote effective funding, to meet the needs of Londoners.

London is a complex city and its funding landscape is changing dramatically. This change is being driven by a combination of factors including the redefining of the role of the state (both national and local), the changing profile of poverty and the needs of the population within London, and the increasingly complex governance and public policy landscape that our members operate within.

London Funders needs to change the way that we work (and what we do) to reflect the new economic and political landscape that our members are working within. We need to combine being a safe place to think and talk (something that we do well) to become an effective place that can facilitate collaboration and action. We need to develop as the voice for funders (and funding) in London, to seek to actively influence national and regional policy, and London's complex and multiple governance structures. We need to demonstrate our impact in supporting our members achieve their varied and diverse missions.

Our strongest asset is the diversity, creativity and reach of our members work; our biggest challenge is how we support our members to help them "do more with less"?

London Funders has three core objectives:

1. To provide the space for learning and collaboration between funders;
2. To be a voice for funders and to actively influence policy;
3. To identify and promote effective funding models;

Our aims are:

to provide an independent space which brings together public, private and charitable funders so that they can share information, collaborate and learn from each other in a way which promotes effective funding.

to be a voice for our members and to actively influence policy development and debate in key areas which impact on types, levels and mechanisms for funding in the Capital.

to galvanise the expertise across our membership -- and across London more generally -- and to promote effective and new or innovative funding models which can be used to "unlock wealth" and "enrich the lives of Londoners".

London Funders is a unique network. Our members invest in every aspect of London's life, from the arts through to welfare, and they fund across all 32 boroughs and the City of London. These funds are invested in London through a number of channels including the voluntary and community sectors, social enterprises and the private sector, as well as directly to the citizens of London.

For the period 2014 to 2017, London Funders have identified three policy priorities:

- I. Poverty, inequality and destitution;
- II. Children and young people;
- III. Health and wellbeing.

These policy priorities will underpin the range of events, activities and outcomes for London Funders over the next three years.

London Funders work directly meets two of the four programme outcomes; more organisations with improved capabilities in monitoring, evaluation and impact reporting, and more organisations with improved skills in financial management.

London Funders meets the trusts 'Principles of Good Practice' through:

evaluation and impact monitoring across our annual series of events and meetings;
periodic membership surveys and forums;
an ongoing programme of outreach work to funders, and others involved in the London funding ecology, to bring them into membership;
sharing the outcomes and learning from our work via our website and our regular e-bulletin

This application is for the continuation of an current core grant award from City Bridge Trust.

Outputs and outcomes

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

Funder Forums (4 meetings) -- Broad policy/topical issues focussed, audience mostly from membership but may be opened up to other funders (and occasionally others) on a case by case basis and paid for. May be done jointly with other partners;

Learning from Funders (4 meetings) -- Members only -- training and learning network focussing on specific technical aspects of the funding process, or on the challenges facing funders in their relationships with those they fund;

Project Groups (Thematic and cross-cutting) -- Project groups are member lead and look in detail at specific areas of interest and that cut across our policy priorities. Currently two in operation and a possible third one planned for 2014. Open to all members and self-selecting.

Action Groups (issue or policy based) -- Action groups are time limited and focussed on developing a specific response or outcome, including examples of practical collaboration, around our policy priorities. Membership is to be drawn from members, and other players, on a case by case basis.

Publication of a monthly e-bulletin of relevant and timely information and resources relevant to funders

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

That funders of all shapes and sizes make more effective funding decisions as a result of their learning and sharing at London Funders events and meetings.

That through our work a number of new partnerships, initiatives and relationships are brokered and developed.

That funders, and others in London, have a better understanding of complexity of London's funding ecology and of the way that funders are working together o achieve more with less.

Who will benefit?

About your beneficiaries

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

2,000

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

London-wide (100%)

What age group(s) will benefit?

All ages

What gender will beneficiaries be?

All

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

A range of ethnic groups

If Other ethnic group, please give details:

What proportion of the beneficiaries will be disabled people?

1-10%

Funding required for the project

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

Expenditure heading	Year 1	Year 2	Year 3	Total
Staff & Governance	107,467	110,691	0	0
Meetings, events. membership	16,500	16,995	0	0
ICT	4,500	4,635	0	0
Administration	11,549	11,895	0	0
Rent & Services	10,840	10,840	0	0
Governance	2,500	2,575	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
TOTAL:	153,356	157,631	0	0

What income has already been raised?

Source	Year 1	Year 2	Year 3	Total
Membership Subs	105,950	118,100	0	0
New Member subs	9,200	10,000	0	0
Gifts In Kind	12,000	12,000	0	0
	0	0	0	0
TOTAL:	116,350	140,100	0	0

What other funders are currently considering the proposal?

Source	Year 1	Year 2	Year 3	Total
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
TOTAL:	0	0	0	0

How much is requested from the Trust?

Expenditure heading	Year 1	Year 2	Year 3	Total
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
TOTAL:	0	0	0	0

Finance

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

Financial year ended - 31

Month: **December**

Year: **2012**

Income received from:	£
Voluntary income	184,850
Activities for generating funds	0
Investment income	183
Income from charitable activities	0
Other sources	0
Total Income	185,033

Expenditure:	£
Charitable activities	163,078
Governance costs	2,792
Cost of generating funds	2,927
Other	0
Total Expenditure	168,797
Net (Deficit)/Surplus:	16,236
Other Recognised Gains/(Losses)	0
Net Movement in Funds	16,236

Asset position at year end	£
Fixed assets	1
Investments	0
Net current assets	72,628
Long-term liabilities	0
*Total A	72,629

Reserves at year end	£
Endowment funds	
Restricted funds	3,500
Unrestricted funds	69,129
*Total B	72,629

* 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:

Previous funding received

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

	2010 £	2011 £	2012 £
City of London (except City Bridge Trust)	0	0	0
London Local Authorities	0	0	0
London Councils	60,000	60,000	60,000
Health Authorities	0	0	0
Central Government departments	0	0	0
Other statutory bodies	25,000	0	0

Previous grants received

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

Name of Funder	2010 £	2011 £	2012 £
Big Lottery Fund	9,910	9,200	0
Bank of America Foundation	15,443	0	0
Comic Relief	0	4,000	6,500
Trust for London	0	5,200	9,000
Community Development Foundation	0	0	9,000

Declaration

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

Please confirm: Yes Full Name: **David Warner**

Role within **Director**

Organisation:

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MEETING: 12/02/2014

Ref: 12030

ASSESSMENT CATEGORY - Strengthening London's Voluntary Sector

Voluntary Action Westminster

Adv: Tim Wilson

Amount requested: £93,869

Base: Westminster

Benefit: Westminster

Amount recommended: £94,000

Purpose of grant request: To enable VCS groups to understand, monitor and evaluate their impact/successes effectively and to communicate this impact to key stakeholders, including to funders.

Background

Voluntary Action Westminster (VAW) is a borough-based infrastructure organisation, widely recognised for the range of support services it offers voluntary and community organisations. Approximately 80% of Westminster's voluntary sector comprises small, often volunteer-led organisations, and VAW has developed a number of free and low cost support services to meet their needs over the years.

Until recently, VAW had a turnover of almost £2m pa and a staff team of 30. In common with many other London infrastructure organisations, VAW has experienced a worsening fundraising environment, and the charity's income dropped significantly during 2012-13. Whilst the financial position is discussed in more detail below, the key outcome of this period was the maintenance of existing services through operational savings, and the start of merger discussions with the borough's other leading infrastructure organisation (Volunteer Centre Westminster).

You currently fund VAW's *Just for You* service, a training and support programme helping small and medium-sized charities to improve their impact measurement skills. This has been a well-received service and one for which there is continuing need.

Funding History

Since 2000, you have awarded VAW six grants. In 2004 you awarded £100,000 for a capacity building programme and £54,000 for a consortium of Westminster organisations (led by VAW) to assess the feasibility for a voluntary sector hub building. In 2006 you awarded a further £69,360 for VAW to establish a City of London infrastructure service (City.Comm) whilst in 2007 you provided £59,000 for further capacity building services in Westminster. You awarded extension funding for the Westminster services in 2009 with a grant of £64,700. In 2011

you awarded £135,000 towards the current programme, *Just for You*. Reports on the current and previous grants have been consistently good.

Current Application

VAW seeks a further two years' funding for *Just for You*. This is in line with your existing policy to extend funding to projects where there is a strategic benefit to the voluntary sector.

Just for You is delivered by two part-time staff, an Organisational Development Officer and an Information and Communications Officer (both working 2 days per week on the project). Each project round involves the recruitment of 30 participants from 20 voluntary sector organisations who then come together for a three week course delivered at VAW's office and with homework assignments. Following the course, each participant receives one-to-one support back at their own base, where they develop their organisation's monitoring and evaluation plans. The final part of the project round is a series of workshops designed to help participants embed and extend their knowledge. This latter part of the project involves VAW working with a number of delivery partners, and the workshops are open to a wider group of participants beyond the original 30.

The project will run three times a year, meaning that 180 participants will receive intensive benefit. *Just for You* will be promoted through VAW's regular electronic bulletins and networking events. VAW is well networked with voluntary and community organisations within the borough.

Financial Observations

Audited accounts for the year ended 31 March 2013 show a deficit of £349,660 (38% of turnover), comprising deficits of £122,745 on restricted funds and £89,445 on unrestricted funds, together with the use of £137,470 of designated reserves. The deficit is described as being largely due to major refurbishment and restructuring costs.

The charity's reserves policy aims to hold in free unrestricted reserves three months' worth of expenditure (£171k), up to a maximum of £300,000. At 31 March 2013 free unrestricted reserves stood at £136,232, equivalent to 2.4 months' worth of 2013-14 expenditure.

The latest forecast for the current year 2013-14 shows a deficit of £101,541 (17% of turnover), comprising a deficit of £122,094 on unrestricted funds, partly offset by a surplus of £20,553 on restricted funds. The organisation advises that the unrestricted fund deficit is due to the commitment to maintain services from their reserves despite a number of key contracts coming to an end. Total income is expected to be £583,899 and at mid-January 87% was confirmed. Based on the current deficit forecast, the charity would end the year with unrestricted reserves

of £14,138, equivalent to just over 1 weeks' worth of expected 2014-15 expenditure.

The charity's budget for 2014-15 shows a surplus of £20,190 (3% of turnover) comprising a surplus of £65,540 on unrestricted funds and a deficit of £45,350 on restricted funds. Total income is expected to be £665,090 of which £213,600 (32%) has been confirmed, and a further £220,000 (33%) is expected from trading income during the year. The balance of £231,490 (35%) is hoped to be raised from grant applications which are currently pending. Should the forecast unrestricted fund surplus be achieved, this would increase free unrestricted reserves to £79,678 equating to 1.5 months' worth of 2014-15 expenditure.

Officer's Appraisal

VAW has developed *Just for You* into a successful and well-received capacity building service since you awarded your first grant in 2011. The project has targeted smaller voluntary sector organisations, who would otherwise struggle to afford commercial training, and offers a personalised approach that tailors the work to each client's needs. VAW has gathered evidence of the ways client organisations have benefitted from support received through *Just for You* and this includes a number of successful funding applications built on better impact data than would otherwise have been available.

Recommendation

£94,000 over two years (£46,300; £47,700) towards the salary and support costs of an Organisational Development Officer (2 days pw) and an Information and Communications Officer (2 days pw) to deliver Voluntary Action Westminster's *Just for You* programme.

The City Bridge Trust

Investing In Londoners: Application for a grant



About your organisation

12030

Name of your organisation: Voluntary Action Westminster	
If your organisation is part of a larger organisation, what is its name?	
In which London Borough is your organisation based? Westminster	
Contact person: Ms Emma Plouviez	Position: Organisational Development Officer
Website: http://www.vawcvs.org	
Legal status of organisation: Charitable company	Charity, Charitable Incorporated Company or company number: 1068824
When was your organisation established? 01/06/1965	
<p>Aims of your organisation:</p> <p>VAW is the Council for Voluntary Services in Westminster and aims to support local voluntary and community groups to deliver stronger services and to influence local policies.</p> <p>We want to create a London full of thriving communities served by innovative and sustainable voluntary organisations; a city where all Londoners contribute to improve our civic society.</p> <p>We will tirelessly and passionately share our expertise and connections with people, voluntary organisations, community groups, companies and funders across Westminster and London.</p> <p>Our work is shaped by our core values: innovation; collaboration; inclusivity; learning; inspiration.</p>	
<p>Main activities of your organisation:</p> <p>Our work covers:</p> <p>Organisational development: providing information, advice and training to voluntary and community organisations to develop their effectiveness and financial sustainability.</p> <p>Services in the community: using our experience of community involvement to deliver family outreach services through Children's Centres in South and Central Westminster.</p>	

Number of staff

Full-time:	Part-time:	Management committee members:	Active volunteers:
3	19	14	2

Property occupied by your organisation

Is the main property owned, leased or rented by your organisation?	If leased/rented, how long is the outstanding agreement?
Leased	2019

Environmental Impact

City Bridge Trust wants to help voluntary sector organisations to have a positive environmental impact. Please tell us how much your organisation is already doing to have a positive environmental impact using the definitions below to help you decide.

Green champion: We promote environmental excellence through all our activities and raise awareness with users.

Grant Request

Details of grant request

Under which of City Bridge Trust's programmes are you applying? Strengthening London's Voluntary Sector
Which of the programme outcome(s) does your application aim to achieve? More organisations with improved capabilities in monitoring, evaluation and impact reporting
Please describe the purpose of your funding request in one sentence. To enable VCS groups to understand, monitor and evaluate their impact/successes effectively and to communicate this impact to key stakeholders, including to funders.
When will the funding be required? 01/04/2014
How much funding are you requesting? Year 1: £46,242 Year 2: £47,627 Year 3: £0 Total: £93,869
Do you plan to continue the activity beyond the period for which you are requesting funding? If so, how do you intend to fund it? Understanding and implementing good practice in impact measurement and reporting remain fundamental to success in grant funded and contracted work within the VCS - so this work will remain fundamental to the organisational development services of VAW. By 2015 VAW intends to retrieve the local VCS support LA contract, and build additional funding onto that.
If you need any planning or other statutory consents for the project to proceed, what stage have the applications reached?

Summary of grant request

Need: this is an application to extend the project for a further two years. The primary need is based on our understanding of the current situation for the VCS in Westminster and particularly small to medium-sized community groups in Westminster (generally, those with annual income less than £250k, many smaller than that), who report to us that they face increased demand for their services at a time of national and local government cutbacks and much greater competition for funding (VAW annual sector survey 2012).

Delivery: will be enabled through VAW's extensive connection to over 800 voluntary sector organisations in Westminster - members of VAW; small groups who rent premises/desk space at VAW; those who sign up to receive the VAW bi-weekly ebulletin of news and information for the VCS in Westminster.

1. 40 groups will attend 3 X weekly workshops which will enable them to:
 - Create a planning, monitoring and evaluation framework tailored to their organisation's work, to collect evidence about the outcomes of the organisation's work
 - Create a basic communications plan
 - Discover new ways to communicate the organisation's outcomes to funders and other stakeholders.
2. 40 groups will apply to funders using evidence of outcomes that is generated through newly established/reviewed monitoring and evaluation mechanisms.
3. 40 groups will be supported to develop publicity materials, using evidence gained through improved evaluation mechanisms, to promote the value of their service to funders/beneficiaries.
4. Online collaborative learning platform created.
5. 20 more groups will access project support through free training workshops.
6. Online VAW website information with extensive monitoring and evaluating impact resources will be available to all; articles and links in the ebulletin direct groups to these.

Aim to achieve: to strengthen the capacity of voluntary and community groups to measure the impact of their services and to articulate evidence of their success to funders.

Local groups will report an improved ability to evaluate and communicate the impact of their services.

Groups will have improved chances of gaining funding and be more sustainable.

Why right organisation: VAW has been successfully running this project, reporting positive outcomes from participant organisations in better understanding of how to define and meet local need, and of the recording and reporting of outcomes. The project has refined its approach to smaller organisations so that they too can be challenged to 'up their game' in defining their responses to local needs and therefore improve their chances of meeting those needs better and being resourced to continue to do so. There is continued demand for the project's services. We have been invited to join a research project (<http://scalingup-codesign.weebly.com>) developing an online community of practice for local small groups.

This project meets the Trust's theme of 'more organisations with improved capabilities in monitoring, evaluation and impact reporting' by enabling 40 more groups in Westminster to plan, identify, measure and communicate fully their outcomes and impact. We will support groups to use this understanding to improve future service delivery and apply to funders.

Principles of good practice:

- we record the effects of our work on the delivery and new funding of participating organisations and encourage them to share learning and collaborate within and between organisations.
- we collect and act on feedback received through evaluation forms from workshops and events, through focus groups and case studies; we conduct an annual sector survey in Westminster.

- we prioritise groups whose annual income is £0-250k for all our services
- we already have informal links with other similar projects in London-wide CVSs and would like to develop an online community of practice to share resources, ideas etc. if there is interest.

Outputs and outcomes

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

Annual cycle of 3 X three weekly workshops for 15 participants, reaching a total of 40 organisations over 2 years, providing intensive training to develop planning, monitoring and evaluation techniques based around a full understanding of identifying need and reporting impact.

121 follow up support with funding applications and monitoring systems for 40 organisations (20 per year).

121 follow up support with publicity and reporting for 40 organisations (20 per year).

Online shared information platform to facilitate collaborative working.

Online VAW website information with updated monitoring and evaluating impact resources.

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

Organisations will demonstrate understanding of taught principles, and will have improved ability to evaluate and communicate the impact of their services.

Organisations will have improved chances of gaining funding and be more sustainable.

Who will benefit?

About your beneficiaries

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

1,000

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

Westminster (100%)

What age group(s) will benefit?

All ages

What gender will beneficiaries be?

All

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

White (including English/ Welsh/ Scottish/ Northern Irish/ British; Irish; Gypsy, Traveller or Irish Traveller; Any other White background)

Mixed/ Multiple ethnic groups (including White and Black Caribbean; White and Black African; White and Asian; Any other Mixed/ Multiple ethnic background)

Asian/ Asian British (including Indian; Pakistani; Bangladeshi; Chinese; Any other Asian background)

Black/ African/ Caribbean/ Black British (including African; Caribbean; Any other Black/ African/ Caribbean background)

If Other ethnic group, please give details: **Arab**

What proportion of the beneficiaries will be disabled people?

1-10%

Funding required for the project

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

Expenditure heading	Year 1	Year 2	Year 3	Total
Staffing costs	30,800	31,724	0	62,524
Direct project costs	3,660	3,769	0	7,429
Office costs	3,069	3,160	0	6,229
Premises costs	4,509	4,644	0	9,153
Management and support costs	4,204	4,330	0	8,534
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0

TOTAL:	46,242	47,627	0	93,869
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What income has already been raised?

Source	Year 1	Year 2	Year 3	Total
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0

TOTAL:	0	0	0	0
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What other funders are currently considering the proposal?

Source	Year 1	Year 2	Year 3	Total
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0

TOTAL:	0	0	0	0
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How much is requested from the Trust?

Expenditure heading	Year 1	Year 2	Year 3	Total
Staffing costs	30,800	31,724	0	62,524
Direct project costs	3,660	3,769	0	7,429
Office costs	3,069	3,160	0	6,229
Premises costs	4,509	4,644	0	9,153
Management and support	4,204	4,330	0	8,534
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0

TOTAL:	46,242	47,627	0	93,869
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Finance details

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

Financial year ended:	Month: March	Year: 2013
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Income received from:	£
Voluntary income	0
Activities for generating funds	0
Investment income	2,459
Income from charitable activities	814,944
Other sources	107,062
Total Income:	924,465

Expenditure:	£
Charitable activities	1,254,839
Governance costs	19,286
Cost of generating funds	0
Other	0
Total Expenditure:	1,274,125
Net (deficit)/surplus:	(349,660)
Other Recognised Gains/(Losses):	0
Net Movement in Funds:	(349,660)

Asset position at year end	£
Fixed assets	2,676
Investments	1
Net current assets	171,957
Long-term liabilities	0
*Total Assets (A):	174,634

Reserves at year end	£
Endowment funds	0
Restricted funds	35,725
Unrestricted funds	138,909
*Total Reserves (B):	174,634

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

Statutory funding

For your most recent financial year, what % of your income was from statutory sources?
61-70%

Organisational changes

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

Due to a combination of factors VAW downsized in 2012-3 and reported a significant operating deficit, largely due to office refurbishment works and redundancy costs. Since then, the organisation has restructured, stabilised financially, has a new Chief Executive

Previous funding received

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

	2010 £	2011 £	2012 £
City of London (except City Bridge Trust)	62,073	53,093	0
London Local Authorities	159,076	693,709	86,756
London Councils	0	0	0
Health Authorities	0	100,000	0
Central Government departments	0	0	0
Other statutory bodies	0	0	0

Previous grants received

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

Name of Funder	2010 £	2011 £	2012 £
Big Lottery	149,902	166,484	52,421
City Parochial Trust	20,000	20,000	0
CLCH (Central London Community Healthcare)	0	2,428	5,457
	0	0	0
	0	0	0

Declaration

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

Please confirm: Yes Full Name: **Gareth Owen**

Role within **Chief Executive Officer**
Organisation:

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Committee: City Bridge Trust	Date: 12 th February 2014
Subject: Grant applications recommended for rejection	Public
Report of: Chief Grants Officer	For Decision
Summary	
<p>This report and the accompanying schedule outlines a total of 13 grant applications that, for the reason(s) identified, are recommended for rejection.</p>	
Recommendation	
<p>Members are asked to reject the grant applications detailed in the accompanying schedule.</p>	

Main Report

1. There are a total of 13 applications recommended for rejection at this meeting. They are listed within categories in the accompanying schedule. 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.

Ciaran Rafferty
Principal Grants Officer
T: 0207 332 3186
E: ciaran.rafferty@cityoflondon.gov.uk

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CBT iL Recommended for Rejection (inc reasons) Landscape

The City Bridge Trust Committee - 12 February 2014

Summary of Recommendations for Rejection - Investing in Londoners and Working with Londoners

Ref & Organisation	Purpose	Reason for Recommendation for Rejection	Amount Requested	Grants Officer & Area
<u>English for Speakers of Other Languages</u>				
12038 Galaxy Knowledge Based Centre	The 3years Pathways Developing aims to work with 150 socially excluded BAME unemployed. In improving English skills, reduce social barriers getting them closer to employment.	Draft figures for the organisation's first full year of operation (to August 2013) show total income of £7000 whilst the budget for the current year fails to identify any confirmed sources of income.	£97,000	CR Enfield
<i>Total English for Speakers of Other Languages (1 item)</i>			<u>£97,000</u>	
<u>Improving London's Environment</u>				
12042 Keep Britain Tidy	An Environmental Training Officer who will support and develop Londoners' environmental education by training intermediaries including community development workers and housing officers.	The applicant is requesting a substantial grant to cover the costs of an environmental training programme for organisations in both the voluntary and public sectors. The work with local authorities falls outside your current guidelines, and the charity does not provide sufficient evidence of a voluntary sector network to justify the request.	£160,805	TW Hackney
<i>Total Improving London's Environment (1 item)</i>			<u>£160,805</u>	

Ref & Organisation	Purpose	Reason for Recommendation for Rejection	Amount Requested	Grants Officer & Area
<u>Improving Londoners' Mental Health</u>				
12029 Triumph Over Phobia	Applying for support to run two of our London Self help groups	A very small organisation, based in Somerset, and which fails to demonstrate how it will meet the specific priorities of your Mental Health programme.	£13,560	CR Outside London
<i>Total Improving Londoners' Mental Health (1 item)</i>			<u>£13,560</u>	
<u>Making London More Inclusive</u>				
12050 Jesus Army Charitable Trust	To commission Proudlock associates to carry out an access audit and design appraisal for future plans to improve disabled access at The London Jesus Centre	Incomplete application. Organisation holds more than 1 years' expenditure as free reserves plus a similar amount as designated unrestricted funds - far in excess of its reserves policy. There is ample scope, therefore, to self fund this work.	£2,059	CR Westminster
<i>Total Making London More Inclusive (1 item)</i>			<u>£2,059</u>	
<u>Making London Safer</u>				
12026 Door of Hope Ltd	Core funding is required to train more volunteers over the next three years to meet increased need for our services.	From the information provided the posts you are being asked to support would be open only to those who commit to the "vision, mission, ethos and values" of the organisation - which are based on the advancement of religion.	£120,000	CR Tower Hamlets

Ref & Organisation	Purpose	Reason for Recommendation for Rejection	Amount Requested	Grants Officer & Area
12028 The Kosh	To produce a DVD (Voices Against Violence) based on film testimonies, enabling young people to share their experiences of domestic violence and advocate for change.	The proposal is to work with young people experiencing domestic violence, which is very sensitive and requires expertise. The organisation - an arts group - does not demonstrate that it has the necessary skills and expertise for this.	£24,660	CR Haringey
12035 Women's health and Crystal Home Support CIC	We would like to secure funding to rent an office space, buy office equipment and recruit a fulltime Project coordinator.	A small organisation whereby its entire turnover for the most recent full year was much less than the annual grant requested here. Capacity to deliver the project as proposed and to achieve suitable outcomes is unproven.	£146,809	CR Enfield
<i>Total Making London Safer (3 items)</i>			<u>£291,469</u>	
<u>Older Londoners</u>				
12016 Indian Cultural Society Drop In Day Centre	To fund recruitment, training and Support of Volunteers to be able to Organise the Centre's Events and activities as well as hire Sessional Trainers/events Facilitators.	Application is insufficiently targeted at the 75+ age group and therefore fails to meet your priorities.	£10,000	CR Greenwich

Ref & Organisation	Purpose	Reason for Recommendation for Rejection	Amount Requested	Grants Officer & Area
12093 Retail Trust	To purchase a range of Assistive IT Equipment to encourage elderly residents on our Supported Living Estate in Mill Hill to utilise the internet.	Organisation provides support and services to residents in its associated residential homes. Given the size and nature of this request (including for broadband services) and the level of reserves held by the organisation it is felt that this could/should be self-funded.	£7,273	CR Barnet
12057 Tooting Graveney Daycare Centre	Tooting Graveney Daycare is a community group providing Daycare facilities for approximately 40 local elders, with the aim of improving their health and wellbeing	Incomplete and contradictory application for work which does not meet the age requirements of your Older Londoners programme. Request is at a level equivalent to the organisation's turnover.	£46,647	CR Wandsworth
12012 Viewfinder Photography Gallery Ltd	Delivering photography workshops and gallery visits for older people, and engaging them creatively in taking photographs.	Although a small sum is requested, the organisations budget for the current year shows very little confirmed income (£2000) whilst there are insufficient cash reserves to mitigate any financial risk in supporting this request.	£2,594	CR Lambeth
<i>Total Older Londoners (4 items)</i>			<u>£66,514</u>	

Ref & Organisation	Purpose	Reason for Recommendation for Rejection	Amount Requested	Grants Officer & Area
<u>Reducing Poverty</u>				
12048 Get Set Girls	We would like to set up a Career Mentoring Programme to combat unemployment amongst disadvantaged young people.	Charity Commission records show the organisation has only 2 Trustees, which is contrary to recommended good practice. Proposal falls outside your priorities.	£45,078	CR Hackney
<i>Total Reducing Poverty (1 item)</i>			£45,078	
<u>Strengthening London's Voluntary Sector</u>				
12023 Foundation for Social Improvement	To support London's small charity sector with free services to increase its knowledge, confidence and skills in key areas where they require support	The applicant does not make a sufficient case of demonstrating their capacity to achieve the standard you would normally expect when providing funding for infrastructure activities. Organisation has no free cash reserves.	£65,368	TW Westminster
<i>Total Strengthening London's Voluntary Sector (1 item)</i>			£65,368	
Grand Totals (13 items)			£741,853	

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Committee:	Date:
The City Bridge Trust	12 th February 2014
Subject:	Public
Withdrawn & Lapsed Applications (Working with Londoners programmes)	
Report of:	For Information
Chief Grants Officer	
<u>Summary</u>	
<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>	
Recommendation	
That you receive this report and note its contents	

Withdrawn Applications:

Organisation

Purpose of Request

Faith Matters

“To support victims of Islamophobia through advocacy, signposting, casework and community education so that they are aware of their legal and civil rights”

Application withdrawn as organisation is currently in its "fallow" period and cannot apply to the Trust until October 2014.

Total Withdrawn Applications: 1

Total Lapsed Applications: 0

Recommendation

That you receive this report and note its contents.

Contact:

Ciaran Rafferty, Principal Grants Officer

Tel: 020 7332 3186

Date report written: 30/01/14

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Agenda Item 8c

Committee:	Date:
The City Bridge Trust	12 th February 2014
Subject: Grants/expenditure considered under Delegated Authority	Public
Report of: Chief Grants Officer	For Information
<u>Summary</u>	
<p>This Report draws your attention to 1 grant which, since your last meeting, has been approved under delegated authority by the Chief Grants Officer.</p> <p>This particular allocation of funds is for an Eco-audit. In these cases no monies are paid to recipient organisations. Instead, the funds approved are used by the Trust to commission and appoint qualified professionals to undertake individual audits for the named charities.</p> <p>The total amount of expenditure and number of grants approved under delegated authority this financial year (inclusive of those below) is shown in Table 1.</p>	
Recommendation	
That you receive this report and note its contents	

Eco-audits Approved

Organisation

Pan Intercultural Arts

Amount and Purpose of Grant

£1,500 for the cost of providing an eco-audit.

Table 1
Summary of delegated authority spend for the year to date

Applications at Committee	Delegated authority < £5k including eco-audits		Delegated authority < £25k	
	£	Number	£	Number
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
November 2013	0	0	44,500	2
January 2014	10,126	3	42,400	3
February 2014	1,500	1	0	0
Total for year to date	38,483	14	471,210	25

Recommendation

That you receive this report and note its contents.

Contact:

Ciaran Rafferty, Principal Grants Officer

Tel: 020 7332 3186

Date report written: 30/01/13

Committee: The City Bridge Trust	Date: 12 th February 2014
Subject: Reports on Monitoring Visits	Public
Report of: Chief Grants Officer	For Information

Summary

You receive two sample monitoring visit reports at each of your meetings. These are in addition to the 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 whilst a statistical monitoring report looking at trends in your grant-making was presented to your November 2013 meeting.

Reports to this Committee are from visits to the Southbank Centre and Step by Step.

Your support to the Southbank Centre has enabled this iconic facility to provide a roof-gardening and mental health project for homeless people, whilst your support for Step by Step has allowed this organisation to expand the range of accessible sport and leisure activities available to disabled children from the Orthodox Jewish community. Alderman Alison Gowman took part in the visit to the Southbank Centre.

Recommendation

That Members receive this report and note its contents.

Contact:

Tim Wilson

Tel: 020 7332 3716

Email: tim.wilson@cityoflondon.gov.uk

Date report written: 27/01/2014

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City Bridge Trust – Monitoring Visit Report

Organisation: Southbank Centre	Grant ref: 10967	Programme area: Improving Londoners' Mental Health\c) Homeless people, transient people & rough sleepers
Amount, date and purpose of grant: 26/04/2012: £120,000 over three years (3 x £40,000) towards the Southbank roof garden project, improving the mental health of homeless volunteers.		
Visiting Grants Officer: Karisia Gichuke accompanied by Alison Gowman	Date of meeting: 7 January 2014	
Met with: Alison Bowyer Head of Grants and Trusts & Rebecca Preston, Director of Development, Paul, Head Gardener		
1. Introduction to the organisation: The Southbank Centre’s unique 21 acre site comprises outdoor riverside space and three major buildings – the Royal Festival Hall, the Queen Elizabeth Hall and Purcell Room and the Hayward Gallery as well as the Saison Poetry Library and the Arts Council Collection. These provide the base for a world-class programme encompassing a range of different art forms. Drawing on the heritage of the 1951 Festival of Britain, the Southbank Centre’s artistic programme is based on a series of one off and annual themed festivals, which enables the Centre to explore a particular theme or issue in depth across a range of different art forms. The Centre has an extensive programme of learning and participation work that is at the heart of every single festival. This provides opportunities for people of all ages to learn and take part in art forms in both one off and long term projects. The Centre gets over 20 million visitors a year and holds hundreds of free events.		
2. The project funded: The Trust is supporting a horticulture–based volunteering programme in the Queen Elizabeth Hall Roof Garden, which aims to improve the mental health and wellbeing of homeless people. The project is a collaboration between the Southbank Centre and the Eden Project, which has experience of creating gardens with teams of homeless volunteers. The other partners in the project are the Providence Row Housing Association, St Mungo’s and NOAH, who work with the 50 homeless people who participate in the project. The programme centres on building and maintaining the garden during the period March – September 2012. During the winter months there is a more limited programme for volunteers.		
3. Work delivered to date: 65 volunteer gardeners have built and maintained the Queen Elizabeth Hall Roof Garden, and over 200 volunteers recruited from the local community and Southbank Centre visitors have helped to maintain it. All volunteer gardeners have had skills training. All of the lead gardeners have been supported by Grounded Ecotherapy, a specialist mental health support team who provide multi-disciplinary therapy and rehabilitation for adults who have experienced homelessness, substance abuse and mental health issues.		

The Centre has also provided opportunities for seven local schools to visit and maintain the garden and 420 school children have taken part in workshops led by volunteer gardeners. In addition, the Roof Garden has provided a new accessible green space for London, with opening hours from the morning until evening during April – October. The surrounding land has been improved and trees planted, and 150,000 visitors have used the garden for relaxation and recreation.

4. Difference made:

The gardeners involved have reported improved mental health and wellbeing from involvement in the project. Daily and weekly involvement has helped the gardeners develop routines, creating a structure to their lives which has resulted in improvements in their mental health. Working with members of the public has also improved the confidence of the gardeners. Forging relationships with each other, the public, and SC employees has been a central part of the project, and many of the gardeners have reported reduced isolation.

The gardeners have had full responsibility for the ongoing maintenance of the garden and many have reported an increase in knowledge and skills in horticulture as a result of involvement in the project.

5. Grants Administration:

The organisation is one and a half years into a three year grant, and monitoring to date (year one report received) has been of a high standard, with the team staying in regular contact with the Trust and being very open about learning, planned changes to the project, and some challenges encountered.

6. Concluding comments:

The Queen Elizabeth Hall Roof Garden is now Southbank Centre's longest established volunteering project. Working with the volunteer gardeners has given the Centre staff valuable new expertise in working with volunteers and involving the community. To develop this, the Centre has invested in a new full time position, the Garden Volunteer and Participation Coordinator who will manage the future development of the volunteering programme. It has become clear that the longer duration of the project, enabling the development and maintenance of routines has led to maximised engagement with the gardeners, allowed unexpected things to be achieved such as successful public interaction with a huge impact on confidence and wellbeing.

Alderman Gowman and I spent an extremely enjoyable afternoon being shown the space which has been so carefully created and cultivated. It is clear that the garden is a unique partnership with lessons to share for organisations interested in developing London's green spaces while working with vulnerable communities and the Trust should be very proud to be supporting the venture.

City Bridge Trust – Monitoring Visit Report

Organisation: Step by Step	Grant ref: 11246	Programme area: Accessible London\Accessible Arts
Amount, date and purpose of grant: 27/09/2012: £120,000 over 3 years (£40,000; £40,000; £40,000) towards a part-time (18 hours/week) Sports and Leisure Coordinator and transport and venue costs.		
Visiting Grants Officer: Julia Mirkin	Date of meeting: 06 January 2014	
Met with: Rachel Gottesman, Development Manager, Judith Schaechter, Director and Hindy Rand, Sports and Leisure Coordinator (office based).		
1. Introduction to the organisation: Step by Step (SBS) is a parent-led charity set up in 1998 in response to a lack of activities for disabled children in the Orthodox Jewish community. The community experiences significant levels of disadvantage and parents can struggle to find appropriate and affordable activities for disabled children and young people. SBS meets this need by providing a programme of holiday play schemes, Sunday activities, residential holidays and an after school sports programme to over 100 children with moderate to severe disabilities every week. This not only gives children and young people access to sports, arts and leisure activities but provides respite for parents, families and carers.		
2. The project funded: The CBT funded Sports and Leisure Co-ordinators (job-share) are supporting the delivery and development of the sports and arts programme for disabled children/young people in the Orthodox Jewish community in Hackney and Haringey. Programmed activities include: swimming, horse-riding, ice skating, kayaking, hydrotherapy, cycling and soft play. Children are assessed when they join SBS and are allocated a place in the most appropriate activity for their ability and interest. They receive one-to-one support at all times, offered by SBS' 100 volunteers, many of whom are working towards an NVQ in childcare. Free transport is provided using SBS' accessible minibus. Children are able to progress to more challenging activities as their physical abilities develop and as they become stronger and more confident.		
3. Work delivered to date: Programme developments since the commencement of CBT funding include an increase in after-school activities and a corresponding increase in the number of SBS regular attendees from 100 to 120. This has been accomplished by establishing two new after-school groups for adolescent boys, allowing SBS to cater for the needs of this specific group, but also releasing spaces in its after-school activities for new children. SBS has also introduced, in the last year, soft play as an entry-level activity for children with severe disabilities, and termly gala events to celebrate participants' achievements with their parents. With funding from BBC Children in Need, SBS commissioned an external evaluation of its work in October 2012, which was carried out by A5cend. The report recommended that as SBS continues to expand and develop, it should invest more in its growing pool of volunteers. Following this, SBS successfully secured funding from the lottery		

(Reaching Communities fund) for a Volunteer Coordinator post to lead on all aspects of volunteer recruitment, training, supervision and support. SBS has produced a new induction pack for its Volunteers; it aims to liaise with other agencies that also use volunteers to work with families benefitting from SBS's services, to ensure that, where possible, there is consistency for children. Although this creates more work for SBS, it is considered pivotal in maximising the development of children with disabilities and helps to network SBS with other local service providers.

The move towards Personalisation has presented a significant challenge to SBS over the last year. It has necessitated the purchase of a new ITC system; it has required considerable staff time to support parents in completing the required paperwork and comprehending the new system. It has also changed the relationship that SBS has with the parents: SBS now invoices parents for services, for which it previously received funding directly. Staff believe that the challenges presented by this transition have been the greatest test that SBS has faced in the last year.

4. Difference made:

The SBS team speak passionately about the impact of the work and cite the progress made by individual children. The CBT grant has allowed SBS to increase the amount of activity it offers, introduce new activities to its programme and specific activities like the adolescent boys group. Having specific programme-related staff has also allowed SBS to develop its internal monitoring and evaluation questionnaire, called 'Your Say', which allows SBS to capture feedback from beneficiaries and improve its service.

5. Grants Administration:

The Trust received SBS's first monitoring report in November 2013 and rated it as 'good'. SBS have successfully filled the Sports and Leisure Coordinator post and is progressing well with programme developments and expansion. SBS provided a financial report against the activity programme budget; it provided all coded invoices in relation to the budget and copies of P11 forms for all programme-related staff, including the CBT-funded Sports and Leisure Coordinator post, which is a job share. City Bridge Trust's funding has been acknowledged as required in the audited accounts for 2013, the first year of grant funding.

6. Concluding comments:

CBT's support for SBS's activity complements its lottery funding, which is supporting capacity building. Despite SBS forecasting a deficit in 13/14, which is directly linked to reduced local authority funding and the transition to Personalisation, two significant multi-year grants, significant reserves and new plans to fundraise by direct mail, leave it secure and in a position to push forward with its plans for the future. As well as being able to accommodate more children, SBS is also starting to think about a potential capital project that would see it develop sporting facilities of its own. This sort of development, although expensive initially, would allow SBS to be more in control of its activity; it would allow it to be able to schedule activity when it suited participants, rather than when facilities are available and it would remove the need to transport participants to facilities, which is an added expense.

Agenda Item 12

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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Agenda Item 13

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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