



The City Bridge Trust Committee

Date: THURSDAY, 13 MARCH 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)

Enquiries: Xanthe Couture
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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 on 12 February 2014.

For Decision
(Pages 1 - 8)
4. **OUTSTANDING ITEMS**
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 - 54)
6. **GRANT APPLICATIONS STATISTICAL REPORT**
To receive a report of the Chief Grants Officer.

For Decision
(Pages 55 - 60)
7. **GRANTS AND STRATEGIC INITIATIVES RECOMMENDATIONS AND ASSESSMENTS**
To consider the Chief Grants Officer's reports on grant recommendations as follows:-

For Decision
(Pages 61 - 64)

 - a) Wandsworth Community Empowerment Network - Recommended Grant £109,120
(Pages 65 - 76)
 - b) Community Development Finance Association (CDFA) - Recommended Grant £133,400
(Pages 77 - 88)
 - c) Council of Somali Organisations (CSO) - Recommended Grant £100,000
(Pages 89 - 102)
 - d) Epping Forest Charitable Trust - Recommended Grant £388,000
(Pages 103 - 114)
 - e) SHARE Community - Recommended Grant £130,000
(Pages 115 - 124)

- f) Bede House Association - Recommended Grant £88,000
(Pages 125 - 136)
- g) Bexley Citizens Advice Bureaux - Recommended Grant £101,440
(Pages 137 - 146)
- h) Centre For Armenian Information & Advice - Recommended Grant £90,000
(Pages 147 - 158)
- i) Zacchaeus 2000 Trust - Recommended Grant £149,850
(Pages 159 - 170)
- j) Changing Paths Charitable Trust Limited - Recommended Grant £50,000
(Pages 171 - 180)
- k) Research on Access to the Arts for People with Learning Disabilities -
Recommended Grant £40,000 (Pages 181 - 184)
- l) City Philanthropy - Recommended Grant £222,000
(Pages 185 - 190)
- m) London Youth Inclusion Project - Recommended Grant £216,000
(Pages 191 - 194)
- n) Media Trust, London 360 - Recommended Grant £240,000
(Pages 195 - 200)
- o) New Economics Foundation (nef) - Recommended Grant £30,000
(Pages 201 - 206)
- p) London Legal Support Trust - Recommended Grant £450,000
(Pages 207 - 212)

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

- a) Grants Recommended for Rejection
For Decision
(Pages 213 - 216)
- b) Withdrawn and Lapsed Applications
For Information
(Pages 217 - 218)
- c) Grants Approved under Delegated Authority
For Information
(Pages 219 - 222)
- d) Reports on Monitoring Visits
For Information
(Pages 223 - 228)

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 12 February 2014.

For Decision
(Pages 229 - 230)

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

14. **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

Wednesday, 12 February 2014

Minutes of the meeting of The City Bridge Trust Committee held at Guildhall, EC2 on Wednesday, 12 February 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
Steven Reynolds	- Chamberlain's Department
David Farnsworth	- The City Bridge Trust
Jenny Field	- The City Bridge Trust
Ciaran Rafferty	- The City Bridge Trust
Jemma Grieve Combes	- The City Bridge Trust
Tim Wilson	- The City Bridge Trust
Julia Mirkin	- The City Bridge Trust

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

- Jewish Care
- London Funders (Annex 7.i)
- Evelyn Oldfield (Annex 7.d)

1. APOLOGIES

There were no apologies for absence received.

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 7.a) due to being a Director of the Livery Company Apprenticeship Scheme.

Jemma Grieve Combes and Becky Green of London Funders declared a non-pecuniary interest in respect of Item 7.i) due to being, respectively, a Trustee and an employee of London Funders.

3. **MINUTES**

RESOLVED – That the minutes of the last meeting held on 9th January 2014 be approved as an accurate record.

4. **OUTSTANDING ITEMS**

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

Social Investment funding

The Deputy Chairman noted that the update report on City Bridge Trust grantees that could access Social Investment funding had been completed, and the outstanding item could therefore be removed.

Outstanding Grant Conditions

A satisfactory 2014 budget had been received for Otakar Music Trust.

RESOLVED – That the report be received.

5. **PROGRESS REPORT AND EVENTS**

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

RESOLVED – That,

- a) the report be received and its contents noted;
- b) the allocation of £300,000 from the grants budget for 2013/14 for delivery of the London Youth Quality Mark Awards scheme; and
- c) the allocation for Strategic Initiatives for 2013/14 be increased to £2.5m.

6. **GRANT APPLICATIONS STATISTICAL REPORT**

The Committee considered a report of the Chief Grants Officer that summarised applications received and action taken under the 2013/14 Working with Londoners and Investing in Londoners grants programmes.

The Chairman noted that in the Summary and paragraph 2.1 of the report should read that 25 applications would be dealt with at today's meeting not 21.

The Committee considered a report of the Chief Grants Officer, which dealt with recommendations relating to applications received on the current grants programme. Members noted that a total of 25 applications would be dealt with at the meeting, of which 4 were Strategic Initiatives, 10 were recommended for

approval and were 13 recommended for rejection. 1 grant was noted as approved under delegated authority.

RESOLVED - That,

- a) the report be noted; and
- b) the grant recommendations in the subsequent annexes be considered.

7. GRANT AND STRATEGIC INITIATIVES 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 7a (National Army Museum) – a Member remarked that the City’s Livery companies should be made aware of the Trust’s funding, should it be awarded.

A Member noted that this was an important initiative to establish full disabled access within the redeveloped NAM, and reflected upon the City’s strong relationship with the military and moved to increase the grant agreed by the Committee to £150,000.

Members discussed whether a further report should come back outlining further details of the NAM’s capital programme funding. Officers noted that the project met the Trust’s grant giving criteria and Members did have the power to amend policy, which was articulated within the Trust’s grant giving policy. In this instance, the policy being the £50,000 limit to grants for accessible buildings under the ‘Working with Londoners – Accessible London’ grants programme.

In respect of the increase to the proposed grant, the Committee moved to a vote which was CARRIED. It was agreed therefore that the National Army Museum would be awarded £150,000.

Item 7c (Eaves Housing For Women) – a Member enquired as to whether grantees could be asked to request a larger grant if it was warranted.

Officers informed Members that the lease agreement on their office had been negotiated and a contract would be in effect from April this year for a three year term. The application had also been previously withdrawn and resubmitted from the stated application date of January 2013 (pg 69).

Following discussion, it was agreed that the grant be increased from £103,000 to £103,500, to be in line with the amount requested of £103,338.

Item 7d (Strategic Initiative: Greening the Economy Conference) – officers remarked that the recommendation sought to approve the budget up to a maximum amount required though venue hire costs could be less than estimated. Members were informed the date of the event was tentatively

scheduled for the 19th May 2014. The Deputy Chairman requested that a range of views be presented at the Conference.

Item 7h (Strategic Initiative: Islington Giving) – Members observed that it was not usually the Trust’s practice to fund other grant making charities, though this may be an effective way to distribute funds locally. Officers replied that the latest Quinquennial Review altered this policy and there were now programmes utilising the expertise of other grant-making bodies.

Item 7i (London’ Funders) – the Chairman noted that as CBT was London’s largest grant-making trust, and the most significant funder to this important organisation, it was appropriate that the revised sum be recommended.

Item 7j (Voluntary Action Westminster) – in response to a query from Members to provide further details on the organisation’s deficit, officers advised the organisation was now in a better position and had made budget reductions. It was agreed the grant would be subject to monitoring reports and would receive quarterly payments.

7.a) National Army Museum - Recommended Grant £150,000

£150,000 towards the provision of disabled access works within ‘Building for the Future’ capital improvement project.

7.b) Foundation for Women's Health Research and Development FORWARD - Recommended Grant £90,000

£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.

7.c) Eaves Housing for Women - Recommended Grant £103,500

£103,500 over two years (£51,250; £52,250) for the full-time Research and Training Officer post, a contribution to the Research and Development Manager’s post and associated project costs.

7.d) Evelyn Oldfield Unit - Recommended Grant £92,000

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 ‘Funding 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.

7.e) SPICE (London Time Credits) - Recommended Grant £385,200

A sum of £385,200 over three years (£134,000; £138,400; £112,400) to continue the development of a new model of volunteering in London, charged against the City Bridge Trust Strategic Initiatives allocation for 2013/14.

7.f) Greening the Economy Conference - Recommended Grant £20,000

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

7.g) Social Finance's Impact Incubator Project - Recommended Grant £24,000

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

7.h) Islington Giving - Recommended Grant £220,000

A sum of £220,000 over two years (£100,000; £120,000) to support the further development and roll-out of the Islington Giving model, costed against the budget for Strategic Initiatives for 2013/14.

7.i) London' Funders - Recommended Grant £100,000

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

7.j) Voluntary Action Westminster - Recommended Grant £94,000

£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, subject to satisfactory monitoring reports.

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

8.a) Grants Recommended for Rejection

The Committee considered a report of the Chief Grants Officer which recommended that 13 grant applications in the Working with Londoners programme be rejected for the reasons identified in the schedule attached to the report.

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

8.b) Withdrawn and Lapsed Applications

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

RESOLVED – That the report be received.

8.c) Grants Approved under Delegated Authority

The Committee received a report of the Chief Grants Officer which advised Members of one grant, totalling £1,500 which had been presented for approval under delegated authority to the Chief Grants Officer.

- **Pan Intercultural Arts** - £1,500 towards the cost of an eco-audit.

RESOLVED – That the report be received.

8.d) Reports on Monitoring Visits

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

RESOLVED – That the report be received.

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

There were no questions.

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

There were no items of urgent business.

11. 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 of business on the grounds that they involve the likely disclosure of exempt information as defined in Part 1 of Schedule 12A of the Local Government Act.

<u>Item No.</u>	<u>Exempt Paragraphs</u>
13	3
15	3

12. NON-PUBLIC MINUTES

The non-public minutes of the meeting held on 12 February 2014 were considered.

13. REVISED MEMBERS' HANDBOOK

The Committee received the draft revised Members' Handbook.

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

There were no questions.

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

There was one item of urgent business raised in respect of the following –

City Bridge Trust annual appointments.

The meeting ended at 2.55pm

Chairman

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Outstanding Items

Item	Action	Officer responsible	Progress by
12 February 2014			
Access works	A Member raised a query as to whether or not it could be determined if organisations which had received a capital grant of £50,000 for access works then had to delay the works due to the need to raise a balance. Officers would examine the database and report back accordingly.	Jemma Grieve Combes	13 March 2014
Members' handbook	Members to provide comments to the Handbook to be in contact with Trust officers over the coming weeks before publication.	Chief Grants Officer	13 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	31 March 2014
Outstanding Financial Conditions: CBT Committee – 28 November 2013			
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
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

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Committee:	Date:
City Bridge Trust	13 th March 2014
Subject: Progress Report	Public
Report of: Chief Grants Officer	For Decision
Summary	
This is a regular Progress Report by the Chief Grants Officer.	
Recommendation	
Members are asked to:	
(1) Note the report	
(2) Approve the draft City Bridge Trust Business Plan April 2014 – March 2015.	

Main Report

The Work Continues

1. Since the last meeting I have continued my programme of Friday visits to see the work you are funding. Thank you to so many of you for accompanying me and other members of the team to see some of this extraordinary work and meet the inspiring people who are delivering it.
2. A recent highlight was a visit to St Giles Trust in Camberwell (www.stgilestrust.org.uk). The Trust supports an employment readiness officer to work with ex-offenders and assist them to develop the confidence and skills to (re)enter the mainstream workforce. The success rate of the project is impressive. The testimony of two female ex-prisoners was moving. The impact of the work on their lives had been transformative: both felt they had lost everything – now they have employment, a network, support, and a sense of self-worth and purpose.

Building on the Work: Pro – active grant proposals

3. Building on the work you have been able to fund this year, you will see in your papers today there are developed proposals for the pro-active grants which you received early notice of in your February papers. The proposals all relate to organisations that have a solid track-record of delivery.
4. You will recall that consideration of these pro-active grants has been possible because of the surplus monies remaining in the 2013-2014 grants budget: a result of the £2.7M carry-over from the previous year; the considerable time and resource taken up by the Quinquennial Review this year; transition to the

new grants programme; and capacity issues arising from human resource considerations and more onerous due diligence requirements.

5. Clearly the needs arising from disadvantage in London are greater than the funds available to the Trust. It is the Trust's responsibility as London's largest independent grant-giver to make best use of these resources. The pro-active grant proposals today are therefore brought with the need to ensure that monies are deployed thoughtfully, with no artificial rush to spend within the financial year; and so not compromising the quality of your grant-making.
6. Coupled with the pro-active grant proposals is therefore the recognition that there is important work that will go into the next financial year, but which can be resourced through the balance of the 2013-2014 grants budget. This was referred to in your February Committee papers and a detailed paper is being prepared, in consultation with the Chamberlain's department, for consideration by you at your April meeting. This paper will be informed by the final figure on the 2013-2014 grants budget that will be known at the end of the March committee meeting.
7. As you will recall from your last CBT Committee meeting, the intention is that this sum is set against particular purposes for spending in 2014-2015: this will form a designated reserve over and above the £15M grants budget already agreed for the coming year (subject to Committee approval).
8. The work that will be funded to address the needs of London through this designated reserve will coincide with the 20th Anniversary of the Trust in 2015. This will be a real opportunity to amplify and celebrate the extraordinary work you have enabled to date: spotlighting some of the transformative projects you have been able to support; celebrating the work of your grantees; whilst high-lighting the considerable on-going needs of London.
9. Several of the pro-active proposals before you today are to build on work/projects you currently support and where the work has been of a high standard and with good outcomes. Additionally, your officers have been working proactively with three organisations over a period of time to determine specialist areas of work which would complement your aims as a funder and make a significant contribution to London and Londoners.
10. Two of these proposals (London Youth and London Legal Support Trust) are included in your papers today for work which is new to your Committee. Both organisations occupy a unique and specialist position in the sector, and each has the sole capability to deliver the work proposed and to the standards you would expect. Work on the third proposal, for Thames 21 to run a Development Programme to increase and sustain London volunteers in protecting the Capital's waterways, was still ongoing at the time of writing this paper and it will be brought to your April Committee meeting.
10. Also included in the pro-active grant proposals is funding for your *City Philanthropy – wealth of opportunity* initiative to build its capacity to increase the number of young City professionals engaged with philanthropy and to

promote London as a global centre of philanthropy. In tandem with these development plans, your officers have been working pro-actively with two of the projects you are currently funding under this banner. One of these proposals is to continue to support the Beacon Award for City Philanthropy as a category of the Beacon Fellowship Awards which recognise and celebrate the contribution of individual philanthropists. The other is to build the capacity of Young Philanthropy. Again, work on these proposals was still ongoing at the time of writing this paper and they will therefore also come to your April meeting.

11. Officers recommend that should you agree to support these three pro-active proposals at your April meeting, they would be resourced from the proposed designated reserve, as set out in paragraphs 6 - 8.

The Future: 2014 – 2015 Business Plan

11. A particular focus of this period has been the culmination of your team's planning for the year ahead. Consideration of how the Trust can make the best use of its financial and non-financial resources to ensure it has the most impact on disadvantage in London has formed the central premise of our thinking.
12. This work began with team planning days in November last year. This was further developed through a team business planning session held in the last month, the culmination of which is the draft business plan attached for your consideration at Appendix A. If you approve the draft, the final version will be circulated to you under separate cover, as well as to colleagues in other City of London Corporation departments.
13. The context the Trust is operating in is key: 2014-2015 will see further and deeper cuts to public services and the full impact of the cuts already made will start to really bite on London's communities. This will have a consequent impact on the community and voluntary sector that you are funding and the demands on the services they provide.
14. Against this backdrop, the Trust's over-arching driver will be always to make the most of our financial and non-financial assets to have the deepest impact on addressing London's 'Tale of Two Cities': bridging that divide, but also working to close that divide.
15. The detail is contained in the draft business plan at Appendix A for your consideration, but key features will be:
 - Ensuring that the Trust spends down to zero on your 2014 – 2015 grants budget, whilst not compromising quality: working to increase our effectiveness and efficiency;
 - Ensuring the Trust makes the most of its non-financial assets: the knowledge and expertise of our 500 – 600 grantees; the macro insights the Trust's

funding role affords; the Trust's convening power, and access to networks across the sectors;

- Improving our own evaluation and learning;
- Ensuring your grant-making; the Trust's management of the social investment fund; and work to increase philanthropic giving in the City of London are further integrated with a view to increasing impact;
- Reviewing your grant-making rules and procedures (including duration of grants; quantum; spread) informed by the results of the grantee perception survey;
- Reviewing the Trust's work flow (assisted by the introduction of the online application and monitoring software);
- Reviewing the Trust's operational resources and how the Trust interacts with the resources provided through the CoL's central services function

Conclusion

16. The Trust is privileged to occupy a unique space in London: It has independent grant-giving funds second to none; it is situated within one of the oldest institutions in London at the heart of private, statutory, governmental and community and voluntary sector networks; and it reaches deep into London communities. At any one time, the Trust is connected with thousands of Londoners through its grantee portfolio.
17. Unfortunately whilst some progress has been made, there is still considerable disadvantage in London. The business plan is the practical articulation of how the Trust aims to draw on all of its assets: to be driven by need; responsive to context; and continually learning and improving to ensure we continue to address that disadvantage to the best of our ability.

Recommendation

Members are asked to:

- (1) Note the report
- (2) Approve the City Bridge Trust Business Plan April 2014 – March 2015.

David Farnsworth, Chief Grants Officer
020 7332 3713
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Report written: 27th February 2014

D R A F T



The City Bridge Trust

Business Plan April 2014 - March 2015

Responsible Officer: David Farnsworth, Chief Grants Officer
Contact Officer: Jenny Field, Deputy Chief Grants Officer



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Section 1 - The City Bridge Trust

a) History

The City Bridge Trust is the grant-making arm of Bridge House Estates, a registered charity (no.1035628) the primary objective of which is to maintain the five bridges which cross the Thames into the City. Its origin can be traced to 1097 when William Rufus raised a special tax to repair the then wooden bridge spanning the Thames. In 1176, Peter de Colechurch was commissioned to build the first stone bridge. This famous "living bridge" was completed in 1209, and hence celebrated its 800th anniversary in 2009. Money for the upkeep of the bridge was raised from rents and tolls, as well as bequests from wealthy merchants. A significant fund accumulated over the centuries which the City of London Corporation (the Mayor and Commonality and Citizens of the City of London) skilfully administered as Trustee. The charity is governed by various Royal Charters, Acts of Parliament, statutory instruments, and Scheme and Orders of the Charity Commission, which set down the framework for the charity's management.

The Charity Commission is the regulatory body for Bridge House Estates. In 1995 the Charity Commission approved a Scheme to widen the objects of the Trust allowing it to distribute funds surplus to bridge requirements for charitable purposes for the benefit of Londoners. The City of London Corporation as Trustee of Bridge House Estates has an obligation to apply the income of the charity to further the charitable purposes of the charity and to follow the approved Scheme. The Corporation could be challenged and censured by the Charity Commission if it failed to do so without a justifiable reason.

b) Mission statement and values

The Trust aims to reduce disadvantage by supporting effective charitable activity across Greater London through quality grant-making and related activity within clearly defined priorities.

The Trust's mission is underpinned by enduring values:

- Independence from Government
- Inclusion
- Fairness

Through its grant-making and related activities, the Trust wants to make London a better, fairer and more equal place in which to live. Over the years, the Trust has gained a reputation as a thoughtful and influential grant maker. Today, it is London's largest grant-making charitable trust in terms of the value of grants distributed. It therefore occupies a unique place in London's community and voluntary sector and with that position is conferred an enormous responsibility.

c) Context

It is essential that the Trust remains alive and responsive to the climate within which it operates. These are unprecedented times for London's communities and its voluntary sector. The effects of the recession continue to bite, with people living on greatly reduced incomes (whether as a result of unemployment, increased cost of living, reduced salaries or cuts in benefits). The voluntary sector is experiencing ever greater calls on its services whilst at the same time facing reduced funding and fewer

new funding opportunities. London local government has taken a 33%¹ real term cut in service funding from central government between 2009/10 and 2013/14. Deeper public sector cuts are to come in 2015 which will hit London's disadvantaged communities hard.

d) Evidence-based grant-making

Given this context, and the Trust's responsibilities as a leading funder, it is vital that its objectives (and the activities we undertake to meet those objectives) are driven by a commitment to better understand the needs of London's communities and how it can best meet those needs. In addition to this on-going commitment, the Trust undertakes a comprehensive review of its grant making criteria and policies every five years, driven by an analysis of needs.

The Trust's third Quinquennial Review was completed during 2013/14, following a comprehensive review of our grant-making during the past five years; comprehensive research into London's most pressing needs over the next five years; and extensive consultation with voluntary and community organisations, other funders, policy makers and key commentators.

The new Investing in Londoners grants programmes were launched at the end of September 2013.

¹ Source: *Hard Times, New Directions: The Local Government Cuts in London*, the interim report of the Social Policy in a Cold Climate Research of the Centre for Analysis of Social Exclusion, LSE

Section 2 - The Year Ahead: an Overview

a) Key Activity

In this context and informed by evidence of need, the Trust's key areas of activity for this year will be:

- Delivery of the grants programme: Investing in Londoners
- The implementation of the Trust and CoL's shared social investment strategy: with particular responsibility for the £20m Social Investment Fund (drawn from Bridge House Estates' capital) and consideration of its relationship with the Trust's grant-making
- The development of the Trust and CoL's shared philanthropy strategy through the 'City Philanthropy – A Wealth of Opportunity' initiative
- Pro-active initiatives that enable the Trust to inform and add value to its wider grant-making – including developing the shared learning and capacity building programmes
- A review of the Trust's policies, processes, and resources (financial and non-financial) to ensure it is fit for purpose.

b) Wembley National Stadium Trust

Since 2012/13, the work of this independent grant-maker has been administered by CBT under contract. Three grants rounds were launched during 2013/14: two benefitting groups in L.B. Brent and the third London-wide. The current contract is due to end in March 2015.

c) Proactive Initiatives

These initiatives complement and enhance the on-going grants programmes, by informing and adding value to the Trust's wider grant-making. The Trust is in the privileged position of having a 'helicopter' view of London's voluntary sector and this combined with our membership of various regional, national and international networks means it is well placed to initiate strategic pieces of work that can have a wide-ranging impact.

During 2013/14, examples of such initiatives included:

- Continued funding of an Access and Sustainability Advisory Service, within the Centre for Accessible Environments (£192,900 over 3 years). The Trust first asked the Centre for Accessible Environments to establish this service on its behalf in January 2006. The postholder provides advice and support to would-be applicants and grantees of the Trust's *Access to Buildings* programme, as well as the wider voluntary sector. For many community organisations, especially smaller ones, overseeing a building project is a one-off experience and an extremely daunting one. Organisations find the advice and expertise of the service extremely useful and this is a good example of how the Trust adds value to its grant-making.
- Support towards the merger costs of the National Council for Voluntary Organisations and Volunteer England (£50,000). These were the country's two leading infrastructure organisations. The strategic case for them coming together was very strong and it was a particularly strategic use of the Trust's funding to help them unite, achieve economies of scale and be more efficient and sustainable, especially in the current economic climate.

- A volunteer brokerage database (£6,000). Whilst there is no shortage of web-based services for individuals interested in volunteering, (every local Volunteer Centre has a web-site, for example) there is no central resource for charities looking for specific skills or for CSR departments looking for employee engagement. The Trust has funded Coalition for Efficiency to undertake a mapping exercise of all the volunteer-broking intermediary agencies to create a single database. The single, searchable digital database will make it easy to find and distinguish the types of volunteering opportunities the different intermediaries provide which are paid for, which are free etc. An example where a relatively modest grant has the potential for great strategic impact
- Continued funding of Spice's London Time Credits model of volunteering to support its roll-out across London (£385,200 over 3 years). This ground-breaking model has created a time-banking 'currency' that enables those who volunteer to exchange their time credits for trips, events, entertainment, or recreational facilities or to donate to another as a gift. The London Manager is based within the City Corporation's Community and Children's Services. The model brings the public and voluntary sector together with the business community. 'Spend Partners' currently include the Barbican, Golden Lane Leisure Centre, Millwall Football Club, the City Lit Centre for Adult Learning and many others. The model has been highly successful in opening up volunteering to new audiences, in particular, shifting a culture of passive receipt of services to active participation and development of co-produced services.

The Trust is in a uniquely privileged position of holding a mass of information gathered through its grant-making and social investment activities. As London's largest grant-maker it has a responsibility to make best use of its financial and non-financial assets: its intellectual capital, its power as a convenor, and its ability to act as a bridge between the City Corporation and London's communities.

It will be a key priority that the Trust makes the best use that it can of the knowledge and learning it derives from its grant-making and social investments to ensure that all its resources are targeted where they are most needed.

The Trust will endeavour to maintain and develop its role as an influential and strategic funder by ensuring its assets are used to achieve maximum benefit for London's communities.

d) Resources [NB: Section still subject to discussion and approval]

The financial resources available to the Trust for 2014/2015 are as follows:

The grants budget for 2014/15 is £15m. In addition to this sum, £1M has been allocated and committed to the Central London Forward initiative, and [£XM] has been designated against specific purposes for spending by financial year end, as below:

Designated Purpose	Amount £	Notes
Central London Forward (employability initiative)	1m	
London's Core	Xm	Linked to the Trust's 20 year anniversary in 2015: core support to 20 strategic organisations
Small grants programme	Xm	Linked to the Trust's 20 year anniversary in 2015: wide reach; smaller grants; particular focus on boroughs of high deprivation, lower grant spend
Pan London Successor to the Growing Localities Scheme	Xm	Building on the success of the Growing Localities programme; the focus to be informed by a shared learning conference in June 2014

The Trust's operational budget (local risk) for 2014/15 is £931,000 (after all adjustments and recharges are taken into account, including additional funding for special initiatives, [**NB still to be added:** an uplift to support the social investment work] and the full cost recovery recharge from the Wembley National Stadium Trust).

The Trust will be reviewing its use of resources and its resource needs during the course of 2014/2015. A key component will be the completion of the move to fully on-line grant applications; monitoring; and electronic monitoring of work-flow, likely to take full effect in the second half of 2014/15.

In line with the Trust's commitment to equality, there will continue to be alternative options to complement the online processes to ensure no potential applicant is excluded.

Section 3 - Departmental Objectives 2014/15

For the coming year, the Trust has set the following 7 departmental objectives:

1. **Evidence & Learning** – to improve the knowledge and evidence base that informs, and is gleaned from, the Trust’s grant-making and social investments.
2. **Fit for Purpose** – to review the Trust’s policies, processes and resources to ensure it is fit to deliver its strategy.
3. **Grant-making** – to maximise the impact of the funding available to the Trust, ensuring the full budget is committed by financial year-end.
4. **Social Investment** – to contribute to the implementation of the Trust and the City of London’s shared social investment strategy.
5. **Philanthropy** - to further develop the Trust and the City of London’s shared philanthropy strategy to support the ‘City Philanthropy – A Wealth of Opportunity’ work to celebrate and encourage more philanthropy in the City for the benefit of London, with a particular focus on young professionals.
6. **Communication** - to review the Trust’s communications strategy (internal & external) and to resource and implement any recommendations for improvement.
7. **Performance and Corporate Management** - to maintain a suitably skilled staff team and to comply with the corporate Performance Development Framework.

Actions/milestones, target dates (where appropriate), measures of success, responsibilities and resources have been identified in respect of each of these objectives, and are detailed in the following tables:

Departmental Objective 1

Objective: Evidence & Learning – to improve the knowledge and evidence base that informs, and is gleaned from, the Trust’s grant-making and social investments.

Priority and rationale: To maximise impact, the Trust’s work needs to always be based on the best evidence of need and good practice.

Measure of Success	Actions	Target Date	Responsibility	Resources
1.1 Each Grants Officer will become the designated Trust lead in at least one broad subject area, deepening their knowledge of the policy and operating environment, and sharing this with the team.	Throughout 2014/15 each Grants Officer will: <ul style="list-style-type: none"> • attend appropriate learning network(s) • be aware of major research pertinent to their subject area and share key points with the team • organise 1 shared learning event in their designated subject area, to which grantees will be invited • provide 1 presentation to Committee on their designated subject area • provide updates to the team on major changes to policy/operating environment • develop at least 1 pro-active grant proposal in their subject area 	Designation in April 2014, then ongoing throughout 2014/15	JF / Grant Officers	
1.2 External evaluations will be commissioned for 2 themes from the Investing in Londoners grants programmes with the model informing the evaluation approach to the rest of the grant scheme.	<ul style="list-style-type: none"> • Evaluators contracts to be signed • Review meetings with the evaluators will take place • There will be evidence of adaption to the delivery of the grants programme on the basis of agreed recommendations from those meetings 	May 2014 Quarterly from July 2014 January 2015	TW / Grant Officers	

<p>1.3 The Trust's grantees' knowledge and expertise will inform the work of the Trust (either directly solicited or through monitoring and evaluation reports).</p>	<ul style="list-style-type: none"> • The Trust's grants will all be coded on the database by outcome sought and these will directly inform management and committee reports • The Trust's grantees will be asked to share their knowledge / expertise to inform the shared learning event and presentation to Committee (at least 8 weeks prior to each relevant event or presentation) • Monitoring report template will have been reviewed and put online • All monitoring and evaluation reports for grantees will be reviewed and learning points shared with the team 	<p>Monthly</p> <p>Monthly</p> <p>May 2014</p> <p>On-going</p>	<p>TW / JGC</p> <p>Grant Officers</p> <p>TW / JGC</p> <p>Grant Officers</p>	
<p>1.4 The Trust's knowledge gained through its administration of the Social Investment Fund will inform the work of the Trust.</p>	<ul style="list-style-type: none"> • All Investment monitoring reports will be reviewed and lessons on social impact will be shared with the team and wider investor networks 	<p>Quarterly</p>	<p>TW</p>	

Corporate Considerations			
Money	People	Environment	Managing Business

Departmental Objective 2

Objective: Fit for Purpose – to review the Trust’s policies, processes and resources, to ensure it is fit to deliver its strategy.

Priority and rationale: Six months into the delivery of the Trust’s new grants programmes; and given the much changed external context; it is timely to review and ensure the Trust’s policies, processes and resources are in the best possible shape to support strategic delivery.

Measure of Success	Actions	Target Date	Responsibility	Resources
2.1 The Governance of Bridge House Estates (the underlying charity) and the Trust will be understood by all CoL Members fulfilling their trustee function on behalf of CoL as the sole corporate trustee of BHE.	<ul style="list-style-type: none"> All new Members will receive this information as part of their inductions All existing Members will receive an annual refresher briefing All Trust reports will be worded accurately to reflect the governance arrangements 	As required During 2014/15 Monthly	DF DF Grants Officers	
2.2 The Policy governing the spending of BHE income surplus to the requirements of the primary charitable objects (the bridges) will be clear and relevant and any changes appropriately consulted on.	<ul style="list-style-type: none"> The Policy reviewed will be completed 	July 2014	DF (working with CoL as Trustee of Bridge House Estates)	

<p>2.3 The Trust's processes will be straightforward, effective, relevant and user-friendly for both applicants and team members.</p>	<ul style="list-style-type: none"> • The results of the Grantee perception survey (external research into grantees' experience of the Trust) will be reviewed and a timetable agreed for implementation of recommendations • The flow of work from point of application to rejection or conclusion of grant/social investment, and the supporting processes, will be reviewed and compared with good practice in grant-making/social investment • The installation of the user-friendly GIFTs database update will be completed • Monitoring of work flow will be undertaken through the database will be undertaken • The interaction with CoL central services will be reviewed and opportunities for improvement seized 	<p>Review: June 2014 Implementation: September 2014</p> <p>July 2014</p> <p>May 2014</p> <p>Bi-monthly</p> <p>May 2014 & on-going</p>	<p>TW</p> <p>CR</p> <p>JGC</p> <p>JGC</p> <p>DF</p>	
<p>2.4 The Trust will have the resources it needs to deliver its mission.</p>	<ul style="list-style-type: none"> • The team's capacity, structure, and job roles will be reviewed • The Social Investment Financial Analyst contract will be awarded • The resources for the monitoring officer will be requested from the relevant Committees and, subject to approval, an appointment will be made • All applications for strategic or exceptional grants will include budget lines for the required capacity from the Trust or CoL departments, where necessary • A review of the team's IT hardware & software needs will be completed (building on the database upgrade) 	<p>October 2014</p> <p>May 2014</p> <p>Request: May 2014 Appointment by September 2014</p> <p>Monthly</p> <p>June 2014</p>	<p>DF</p> <p>DF / TW</p> <p>DF / TW</p> <p>Grant Officers</p> <p>JGC</p>	

Corporate Considerations			
Money	People	Environment	Managing Business

Departmental Objective 3

Objective: Grant-making – to maximise the impact of the funding available to the Trust, ensuring the full budget is committed by financial year end.

Priority and rationale: The needs of Londoners are greater than the resources available, so the Trust must ensure it grants all of its available money, always maximising impact.

Measure of Success	Actions / Milestones	Target Date	Responsibility	Resources
3.1 High quality grant applications are received and each is subject to professional assessment.	<ul style="list-style-type: none"> Awareness of the grants programme is maintained and raised in areas of under-representation (see objective 6) A review of the Trust's grant-making rules (including quantum, length, number held, continuation funding and the balance between reactive and proactive grants) is completed and recommendations taken to committee The Member's Handbook is updated following the review of policy, procedure and grant-making rules 	<p>On-going</p> <p>Completed by May 2014 Committee: June 2014</p> <p>September 2014</p>	<p>Full team</p> <p>DF / CR</p> <p>CR</p>	
3.2 By the end of the financial year 2015, the Trust accounts will show the full grants budget has been committed.	<ul style="list-style-type: none"> The detailed plans to spend the project specific designated reserves will have been worked up for consideration by committee 40% of the grants budget will have been committed by September 2014; 65% by December 2014; 100% by April 2015 	<p>September 2014</p> <p>As stated</p>	<p>DF / Grant Officers</p> <p>Grant Officers</p>	

<p>3.3 All of the Trust's grantees will have access to a comprehensive range of expertise & support which they can access to strengthen their organisations and increase the impact of their grants.</p>	<ul style="list-style-type: none"> • The review of the Trust's capacity building support will be completed including a gaps analysis and recommendations made • The Trust will have in place contracts with suppliers to provide the model recommended by the review 	<p>June 2014</p> <p>September 2014</p>	<p>Grant Officers</p> <p>DF</p>	
<p>3.4 The Trust will be maximising the use of its non-financial assets in support of the grant-making.</p>	<ul style="list-style-type: none"> • The Trust will have identified synergies with CoL departments and be working together where appropriate (including EDO, Community & Children's Services and Open Spaces) 	<p>March 2015</p>	<p>Full Team</p>	

Corporate Considerations			
Money	People	Environment	Managing Business

Departmental Objective 4

Objective: Social Investment – to contribute to the implementation of the Trust and the City of London’s shared social investment strategy.

Priority and rationale: to grow the social investment market and to lead by example through administering a Social Investment Fund.

Measure of Success	Actions / Milestones	Target Date	Responsibility	Resources
4.1 The Social Investment Fund will be appropriately resourced to deliver relevant elements of the Trust and CoL’s shared strategy.	• A contract will be signed with the part-time financial analyst	May 2014	DF / TW	
	• A Role Description for the permanent role will be developed	October 2014	DF / TW	
4.2 At least a further £3m of the Social Investment Fund will have been invested.	• Contracts will be signed with investees to the value of at least £1.5m by May 2014 and £3m by October 2014	As stated	DF / TW	
4.3 A communications plan for Social Investment will have been agreed and implemented.	<ul style="list-style-type: none"> • A communications plan will have been signed off and will be ongoing by the Trust/PRO/EDO • The Trust’s team, and the Social Investment Committee will all be clear on key messages, as well as the leading members of CoL’s executive and membership (as identified in the plan) 	July 2014	DF	
		September 2014	DF	

4.4 Research into the relationship between the Trust's grant-making and the social investment will be complete and a plan developed and launched.	<ul style="list-style-type: none"> The focus group and bilateral research will have been completed, analysed, and recommendations taken to committee The programme will be underway 	June 2014	DF / TW	
		October 2014	DF / TW	

Corporate Considerations			
Money	People	Environment	Managing Business

Departmental Objective 5

Objective: Philanthropy – to further develop the Trust and the City of London’s shared philanthropy strategy; to support the ‘City Philanthropy – a Wealth of Opportunity’ work to celebrate and encourage more philanthropy in the City for the benefit of London, with a particular focus on young professionals.

Priority and rationale: To increase the amount and quality of philanthropic giving by City workers for the benefit of London and beyond.

Measure of Success	Actions	Target Date	Responsibility	Resources
5.1 The Trust and CoL’s shared philanthropy strategy will be further developed and communicated to Members and lead officers.	<ul style="list-style-type: none"> The philanthropy strategy will be produced The strategy will be published on the Trust and CoL websites A briefing will have been given to Members and Chief Officers 	July 2014 September 2014 December 2014	JF / CC	
5.2 A communications plan supporting the delivery of the strategy will be developed.	<ul style="list-style-type: none"> The communications plan will be produced Contact will be made with key individuals and organisations identified in the plan 	July 2014 January 2015	JF / CC	
5.3 10% of young professionals arriving in the City through graduate recruitment programmes will have been targeted through HR leads as potential philanthropists.	<ul style="list-style-type: none"> All HR leads in the City for Graduate recruitment will be contacted and routes to contact new recruits identified 	September 2014	JF / CC	

<p>5.4 To have recruited at least 1 further FTSE 100 firm to recognise regular giving (time/money/skills) as a key component of the appraisal process.</p>	<ul style="list-style-type: none"> The recruited employer is able to demonstrate through appraisal paperwork the adoption of this approach 	<p>March 2015</p>	<p>JF / CC</p>	
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Corporate Considerations			
Money	People	Environment	Managing Business

Departmental Objective 6

Objective: Communication - to review the Trust's communications strategy (internal & external) and to resource and implement any recommendations for improvement.

Priority and rationale: Good communication will amplify the work of our grantees, the Trust, and the CoL as its trustee. This should encourage grants applications, and take forward the social investment and philanthropy work (Objectives 4 & 5).

Measure of Success	Actions / Milestones	Target Date	Responsibility	Resources
6.1 The Trust will develop a Communications plan informed by & complementary to the CoL Communications Strategy	<ul style="list-style-type: none"> The Communications plan is produced High quality grant applications are being received The name recognition and profile of CBT within CoL is increased so all employees & Members are aware - achieved through presentations at every corporate & Member induction; features in 3 CoL publications; and 2 intranet profiles Key external stakeholders are aware of the Trust's work and its funding programme , to include at least 2 formal contacts per year 	July 2014 On-going March 2015 March 2015	DF/JF	
6.2 The Trust will have revised its website to make the content and application process more user-friendly; to amplify the work of our grantees and to encourage shared learning and good practice.	<ul style="list-style-type: none"> New images are commissioned for use on the website The text on the website will have been updated 	July 2014 October 2014	TW / GL TW / GL	

<p>6.3 The Trust will have reviewed its annual meetings timetable (internal and external network meetings): rationalising content and number where possible.</p>	<ul style="list-style-type: none"> A revised schedule with leads and attendees and rationale for the meetings will be completed 	<p>May 2014</p>	<p>DF / CB</p>	
<p>6.4 The Trust will have launched its 2015, 20 year anniversary programme</p>	<ul style="list-style-type: none"> The Trust will have completed an events and publications schedule to be considered by Committee Launch of Anniversary programme to take place 	<p>October 2014 March 2015</p>	<p>DF/ JF Full Team</p>	

Corporate Considerations			
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Departmental Objective 7

Objective: Performance and Corporate Management – to maintain a suitably skilled staff team and to comply with the corporate Performance Development Framework.

Priority and rationale: A well-trained and enthusiastic team, working to a coherent plan, will inevitably produce the best results.

Measure of Success	Actions	Target Date	Responsibility	Resources
7.1 The full team complement will be maintained and all new starters will receive a full induction.	<ul style="list-style-type: none"> All vacancies will be filled within 3 months of notice being given All new starters will receive an induction on arrival at the Trust 	As required As required	Line Managers Line Managers	
7.2 All staff will be fully conversant in the Performance Development Framework and actively participating in appropriate/required training and the appraisal process.	<ul style="list-style-type: none"> All staff will complete required training & the appraisals within specified deadlines 	End of Year: April 2014 Mid Year: October 2014	Line Managers	
7.3 The Trust's team will undertake review, planning and team-building events annually.	<ul style="list-style-type: none"> The full team will attend an away and the actions from the away day will directly feed into the business plan 	Autumn 2014	Full Team	

<p>7.4 The Trust's Committee Members are able to play their full part in the governance of the trust and as ambassadors for its work.</p>	<ul style="list-style-type: none"> • New Members will receive a full induction within 2 months of joining the committee • Each Member will attend at least 2 grantee visits / events per year 	<p>As required</p> <p>March 2015</p>	<p>DF</p> <p>Grant Officers</p>	
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Corporate Considerations			
Money	People	Environment	Managing Business

Section 4 - The City Together Strategy and Corporate Plan

The City Together Strategy: The Heart of a World Class City 2008 – 2014

The Community Strategy for the City of London sets out its vision:

"The City Together will work to support the City of London as a leading international financial and business centre in a way that meets the needs of its diverse communities and neighbours."

It comprises 5 themes which are the key attributes of the City of London:

1. is competitive and promotes opportunity
2. supports our communities
3. protects, promotes and enhances our environment
4. is vibrant and culturally rich
5. is safer and stronger

Much of the Trust's work supports the themes of The City Together. Whilst this City Corporation strategy is specifically for the Square Mile, the Corporation has an increasingly outward focus to the rest of London, which aligns with the Trust's area of benefit. 'A world class city' needs a hinterland from which to draw a well-educated and healthy workforce. This in turn relies upon vibrant local communities with good quality public and community services. The voluntary and community sector plays a valuable and independent role in helping make London a better place to live and the City Bridge Trust plays an important role in supporting its on-going success. Examples of grants supporting these themes are :

Competitive and promotes opportunity

Markfield Project - £99,000 towards a programme of sports, arts and leisure activities for young people with learning difficulties.

Flash Musicals - £24,000 towards performing arts workshops for young disabled people.

Supports our communities

Chinese National Healthy Living Centre - £145,000 towards the London Chinese Dementia and Alzheimer's Project.

Migrants Resource Centre - £31,100 towards a cross-community media project.

Protects, promotes and enhances our environment

Garden Classroom - £25,000 towards an environmental education programme for children and young people.

Hornbeam Centre - £60,000 towards a Community Environment Worker.

Is vibrant and culturally rich

Chickenshed Theatre - £38,100 towards an inclusive programme for children and families to learn about and value different cultures.

Otakar Kraus Music Trust - £35,600 towards a specialised music programme for children with special needs.

Is safer and stronger

Beyond Youth - £38,000 towards the cost of its Chance to Change programme at HMP Send.

London Citizens - £110,000 towards the salary costs of the CitySafe Co-ordinators.

The City of London's corporate vision is [**NB subject to possible amendment of wording depending on decision of Court**]:

The City of London Corporation will support and promote the City of London as the world leader in international finance and business services, and will maintain high quality, accessible and responsive services benefiting its communities, neighbours, London and the nation.

From this overall vision we have three strategic aims:

- To support and promote 'The City' as the world leader in international finance and business services.
- To provide modern, efficient and high quality local services and policing within the Square Mile for workers, residents and visitors with a view to delivering sustainable outcomes.
- To provide valued services to London and the nation.

The activities of the City Bridge Trust fall squarely within the third of these, providing as we do support for third sector organisations working for the benefit of people across Greater London.

Within the Key Policy Priorities that help to deliver the plan, City Bridge Trust is specifically mentioned within KPP4 :

Maximising the opportunities and benefits afforded by our role as a good neighbour and major sponsor of culture and the arts.

Section 5 - Risk Management 2014-17

This Risk Register reviews the risks facing the City Bridge Trust, the charitable funding arm of Bridge House Estates. In order to comply with current legislation (SORP 2005), the Trustee is required to report on risk management in its Annual Report. Copies of the 2012/13 report have been circulated and are available on the Trust's website.

Risk is reviewed regularly as part of the Departmental Management process and is reviewed on a quarterly basis, to ensure that the Trust is clear on the nature of the risks it faces in the orderly completion of its business and the actions in place to ameliorate the level of risk are appropriate and proportionate.

The following pages highlight the three identified CBT risks:

Risk: CB1	Financial loss through fraud or theft. Links to:	Gross Risk	R
		Likelihood	Impact
		4	4

Detail	A major risk for the Trust would be loss through a fraud or theft either by an external applicant or grant holder, or by abuse of the systems internally. This is addressed through our comprehensive documentation of financial procedures and systems which have been approved by Internal and External Audit and have been approved by Internal and External Audit and which are subject to regular review. Since its inception in 1995, the Trust's exposure to fraud has been very low, with only 4 identified cases of fraud during this period. However, during 2012, the Trust was informed of alleged fraud within 2 of its funded organisations. These are being investigated by Internal Audit which has also conducted a Due Diligence review of the Trust.
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<u>Specific Threats/Issues</u>	<u>Mitigating Actions</u>
1) Allegation of fraud within 2 organisations funded by the Trust.	1) Due diligence review of the Trust undertaken by Internal Audit & its recommendations implemented.
2) Receipt of a fraudulent application.	2) All CBT staff attend fraud awareness training; no main grants awarded without a site visit; compliance checks with Charity Commission & Companies House; participation in funders' networks where intelligence about potential fraud is shared.
3) Internal fraud is committed.	3) Careful segregation of duties in place, including an internationally renowned grants management system which provides an audit trail of key events carried out by users during the grants management process; authorisation controls for payments in place; payment function split between CBT team and CoL payment team.

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<u>Summary</u> The risk of fraud or theft is a very real one. The Trust's systems are designed to minimise the risk of fraud and have recently been strengthened in this respect.	Net Risk	A
	Likelihood	Impact
	3	3
	Control Evaluation	
	A	

Risk:	Over/under commitment of the Trust's grants budget.	Gross Risk	A
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CB2	Links to:	Likelihood	Impact
		4	2

Detail	Officers provide the Grants Committee with a detailed budget update at each of its 10 meetings throughout the year. The Trust aims to distribute its funds evenly throughout the year and to spend the grants budget in full by the financial year end (unless there are exceptional circumstances).
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<p><u>Specific Threats/Issues</u></p> <ol style="list-style-type: none"> 1) Miscalculation of the figures. 2) Mistakes in data entry in grants database being carried over into the report. 3) Not sufficient quality applications received to the Investing in Londoners grants programme 4) Not able to process sufficient applications to the Investing in Londoners grants programme to commit the full grants budget 	<p><u>Mitigating Actions</u></p> <ol style="list-style-type: none"> 1) Several members of the team check the figures for accuracy before the papers are dispatched. 2) The report is structured to pick up possible mistakes on the database. The Chamberlain regularly cross-references. 3) The Trust publicises its grants programme through London networks and participates on appropriate platforms. It also undertakes some evidence backed pro-active grant making. 4) The Trust is improving its grant making process: fully online applications are now implemented and work has commenced on the proportionality of due diligence.
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<p><u>Summary</u></p> <p>The report used by the Trust to monitor the grants spend has recently been reviewed and is an effective management tool. Additional scrutiny by the Chamberlain provides an additional check and balance. Effective communication of the Investing in Londoners grants programme to potential applications maintains the flow of quality applications; and the evidence-backed pro-active grant-making enables the Trust to spend its grants budget without compromising quality. Grants processes are subject to continual review and improvement to ensure robust and proportionate due diligence while allowing for sufficient grants applications to come to the decision-making committee.</p>	Net Risk	G
	Likelihood	Impact
	1	2
	Control Evaluation	
G		

Risk:	Major failure in IS systems leading to significant disruption to	Gross Risk	R
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CB3	business, inability to meet legal or regulatory requirements, effect on health and safety, financial or reputational loss. Links to:	Likelihood	Impact
		4	4

Detail	
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<u>Specific Threats/Issues</u> 1) Potential to cause financial hardship to funded organisations. 2) Potential to damage the reputation of the Trust and the City Corporation.	<u>Mitigating Actions</u> Monday to Thursday an "incremental" backup is taken. This ensures that any data that has changed since the previous Friday is backed up. Every Friday, a full backup is taken. Each day's backups are sent off-site, normally the morning after the backup job has run in the case of tape based backups. Backup tapes are kept off site for 3 months. The PC Networks team monitor the backups to ensure that all the jobs complete correctly. The team aims to ensure that any restore requests are completed within 48 hours of receiving the request. The Trust's Grants Database is subject to disaster testing.
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<u>Summary</u> The Trust is dependent on the City Corporation's ICT recovery plans. As such, this means the risk would only materialise if the disaster recovery arrangements failed which places the risk in the unlikely category.	Net Risk	G
	Likelihood	Impact
	2	2
	Control Evaluation	
G		

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City Bridge Trust Business Plan Summary 2014-15

Our **Strategic Aims** are:

The City Bridge Trust aims to address disadvantage by supporting charitable activity across Greater London through quality grant-making and related activities within clearly defined priorities. As an independent trust we have an important role to play in a pluralist society. We value diversity and are committed to fairness and transparency in our grant-making.

We believe in consulting widely and regularly so that we can respond to changing needs. We value user involvement in the delivery of services. We know that more can be achieved through collaboration with other funders and with the third sector. We aim to treat applicants with courtesy, respect and offer a speedy and efficient service.

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Our **Key Objectives** are:

- To improve the knowledge and evidence base that informs, and is gleaned from, the Trust’s grant-making and social investments.
- To review the Trust’s policies, processes and resources to ensure it is fit to deliver its strategy.
- To maximise the impact of the funding available to the Trust, ensuring the full budget is committed by financial year-end.
- To contribute to the implementation of the Trust & CoL’s shared social investment strategy.
- To further develop the Trust & CoL’s shared philanthropy strategy to support the “City Philanthropy – A Wealth of Opportunity” work to celebrate and encourage more philanthropy in the City for the benefit of London; with a particular focus on young professionals.
- To review the Trust’s communications strategy (internal & external) and to resource and implement any recommendations for improvement.
- To maintain a suitably skilled staff team and to comply with the corporate Performance Development Framework.

Our **Key Performance Indicators** are:

Description: [to be completed following review session with the Deputy Town Clerk of KPIs set out below]	Previous Year Performance (where comparable)	Target:
1.	n/a	
2.	n/a	
3.	n/a	
4.	n/a	
5.	n/a	
6.	n/a	
7.	n/a	

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Financial and staffing summary

Our **Financial Information:**

Expenditure	2012/13 Actual	2013/14 Original Budget	2013/14 Revised Budget (latest approved)	2013/14 Forecast Outturn (latest)		2014/15 Original Budget	N.B.
	£000	£000	£000	£000	%	£000	
Employees	721	753	793	793		728	
Premises	0	0	0	0		0	
Transport	3	4	4	4		4	
Supplies & Services	216	279	281	281		199	
Support services							
Contingencies		0				0	
Unidentified Savings		0				0	
Total Expenditure	940	1,036	1,078	1,078		931	1
Total Income	(39)	(75)	(75)	(75)		(77)	2
Total Local Risk	901	961	1,003	1,003		854	
Central Risk	14,606	19,150	22,322	22,322		15,950	3
Total Local and Central	15,507	20,111	23,325	23,325		16,804	
Recharges	77	79	79	79		74	
Total Net Expenditure	15,584	20,190	23,404	23,404		16,878	

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Our **Staffing** is made up of:
[NB HR CHECKING STATS]

- Headcount -15
- Full time - 12
- Part time - 3
- Turnover 13/14 – 3 staff (2.6 posts)
- Vacancies – 1
- Gender – 8m / 7f
- Age range – 20s – 50s
- City of London Service – 6 members of the team have 10+ years
- Background – a culturally and socially very diverse team

Notes on Staffing Information:

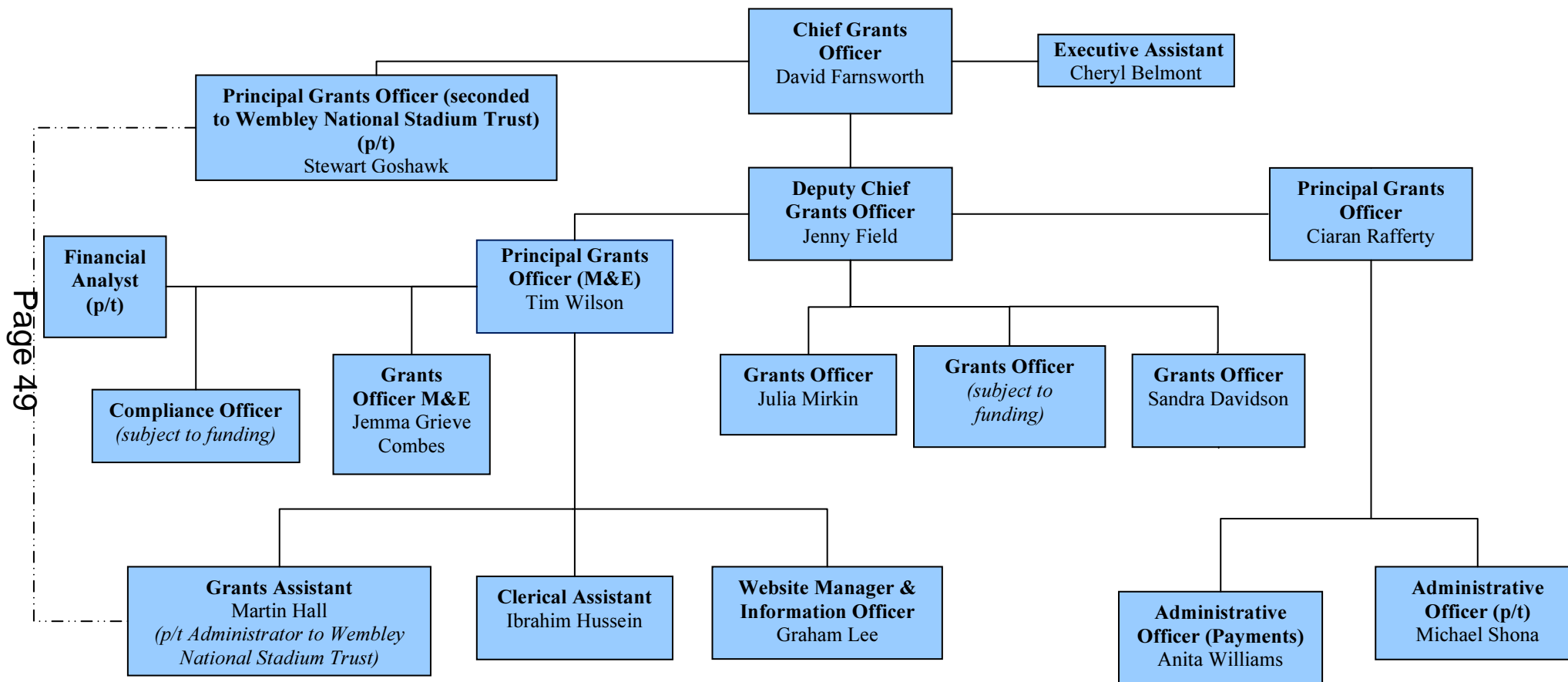
- There will be two vacancies early in 14/15 **[NB MAYBE 1]**

Notes on Financial Information:

1. Forecast local risk outturn includes **[NB NOTE TO BE CONFIRMED WITH CHAMBERLAIN'S]**
2. WNST income paid in arrears.
3. Underspend on central risk in 2013/14 due to Quinquennial review of grant making priorities, increased due diligence requirements and lack of capacity.

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City Bridge Trust Organisational Chart



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THE CITY BRIDGE TRUST

**Professional Development Events, Conferences and Seminars
Attended 28th January to 25th February 2014**

Date	Organisation	Type of Event	City of London's Representative	Location/ Borough	Summary Comments
29.01.14	London Housing Foundation	Strategy Day	Chief Grants Officer	Euston Square	The Chief Grants Officer was invited to speak at the London Housing Foundation's Strategy Day. He spoke on the themes of destitution and funder collaboration.
30.01.14	City of London Corporation	Seminar	Tim Wilson, Principal Grants Officer and City Corporation's Social Investment Advisor, Katie Hill	Guildhall	The first roundtable of organisations interested in exploring the bridge between grant-making and social investment. This meeting involved other funders and will help inform your forthcoming programme "Supporting Charitable Involvement in Social Investment".
31.01.14	Greenhouse	Visit to a Greenhouse project	Deputy Town Clerk; Chief Grants Officer	Ealing, London W1	The Deputy Town Clerk and the Chief Grants Officer visited St Anne's School in Ealing, to see a Greenhouse project, which CBT funds, in action.
04.02.14	Association of Charitable Foundations	Training course	Julia Mirkin, Grants Officer	Kings Cross, London	Your Grants Officer attended a course on 'Reading Applicants' Accounts' with representatives from other charitable foundations.
04.02.14	City of London Corporation	Seminar	Alderman Peter Hewitt (Chairman of the Social Investment Board) and Tim Wilson, Principal Grants Officer	Guildhall	The second roundtable of organisations interested in exploring the bridge between grant-making and social investment. This meeting involved market intermediaries and will help inform your forthcoming programme "Supporting Charitable Involvement in Social Investment".
05.02.14	Nehemiah Project	Monitoring visit	Tim Wilson, Principal Grants Officer	Streatham	A visit to this grant holder and the opportunity to discuss the work with the beneficiaries who are former prisoners

06.02.14	London Youth	Visit	Chief Grants Officer	Coram's Fields	The Chief Grants Officer met with the Chief Executive of London Youth and accompanied her on a visit to the Coram's Fields Youth Club.
10.02.14	Foundations Forum	Meeting	Chief Grants Officer	Imperial War Museum	A regular meeting of London funders (rotating venues).
10.02.14	City of London Corporation	Seminar	Tim Wilson and Ciaran Rafferty Principal Grants Officers, City Corporation's Social Investment Advisor, Katie Hill	Guildhall	The third and final roundtable of organisations interested in exploring the bridge between grant-making and social investment. This meeting involved charities and will help inform your forthcoming programme "Supporting Charitable Involvement in Social Investment".
14.02.14	St Giles' Trust	Visit	Deputy Town Clerk; Chief Grants Officer	Camberwell, London SE5	The Deputy Town Clerk accompanied the Chief Grants Officer on a visit to see more of the work which CBT funds.
21.02.14	City of London Corporation	Meeting	Chief Grants Officer	Guildhall	The Chief Grants Officer gave a briefing on the work of the Trust, and the new programmes, to the Joint Emergency Planning & Business Continuity Steering Group, as part of their regular meeting.
24.02.14	City of London Corporation	Corporation Induction Course	Chief Grants Officer	Guildhall	The Chief Grants Officer spoke at a Corporation Induction course on the work of the City Bridge Trust and its new programmes.
17.02.14	Creative & Cultural Skills	Update on Apprenticeships Programme	Ciaran Rafferty, Principal Grants Officer	Arts Council, SW1	A valuable update on the implementation of the Arts Council's apprenticeships programme, featuring some insightful case studies from groups represented.
20.02.14	Rayne Foundation	Meeting	Tim Wilson, Principal Grants Officer	Marble Arch	An opportunity to discuss Rayne Foundation's plans to develop a network of charitable funders providing repayable finance to support arts activities.

21.02.14	London Funders	Action Group on Children & Young People	Ciaran Rafferty, Principal Grants Officer	LF Offices, Kings Cross	An informal meeting to look at the scope of current funding for out of school hours services and activities for young people.
25.02.14	Barbican	Monitoring visit	Deputy Chairman, Mrs Littlechild and Tim Wilson, Principal Grants Officer	Barbican and Randal Cremer Primary School (Hackney)	An opportunity to discuss the Barbican's Creative Learning work in East London, followed by a very enjoyable visit to see some of the work take place with a group of Year 5 primary school children.

General Events and Receptions
Attended 28th January to 25th February 2014

Date	Organisation	Type of Event	City of London's Representative	Location/ Borough	Summary Comments
30.01.14	City of London Corporation	Finance Committee Dinner	Chief Grants Officer	Plaisterers' Hall	The Chief Grants Officer attended the Finance Committee's Annual Dinner at the kind invitation of their Chairman.
04.02.14	City of London Corporation	Barbican Centre Board Dinner	Chief Grants Officer	Barbican Art Gallery	The Chief Grants Officer attended the Barbican Centre Board's Annual Dinner at the kind invitation of their Chairman.
04.02.14	Kensington and Chelsea Foundation	Reception	Deputy Ken Ayers	Kensington and Chelsea Foundation	Ken Ayers attended a performance of the Intermission Theatre, followed by a reception at the Kensington and Chelsea Foundation, which CBT funds.

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Committee:	Date:
City Bridge Trust	13 Mar 2014
Subject: Grant Applications Statistical Report	Public
Report of: Chief Grants Officer	For decision
Summary	
<p>This paper summarises applications received and action taken under your grants programmes in 2013/14. 27 applications will be dealt with at today's meeting, including 22 grant recommendations for a total recommended sum of £2,570,060. This leaves £3,533,480 remaining on your grants budget for 2013/4. Proposals for the use of this balance are included in the Chief Grants Officer's report.</p>	
Recommendation(s)	
<p>Members are asked to:</p> <ul style="list-style-type: none"> • 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 27 applications will be dealt with at today's meeting of which 22 are recommended for a grant for a total recommended sum of £2,570,060. 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 approvals subsequently 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 £3,533,480 unspent on your grants budget for 2013/4. The Chief Grants

Officer's report, elsewhere in your papers, outlines proposals carry forward the remaining budget into 2014/15 as a designated reserve for specific programmes of work, subject to your approval of a joint paper by the Chief Grants Officer and the Chamberlain to be brought to your next meeting.

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
February 2014		£1,580,200
Sub-total approved spend		£11,881,170
Remaining budget	£6,103,540	
Today's recommendations		
March 2014		
Working with Londoners		£342,520
Investing in Londoners		£2,227,540
Total March 2014		£2,570,060
Total annual spend		£14,451,230
Remaining budget	£3,533,480	

Grants made by outcome area

- 3.1 This is another 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	25	0	25	£1,329,932	£0	£1,329,932
Accessible Sports	4	0	4	£234,080	£0	£234,080
Bridging Communities	24	1	25	£1,517,245	£109,120	£1,626,365
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	16	2	18	£1,470,000	£233,400	£1,703,400
Exceptional Grants	1	0	1	£80,000	£0	£80,000
Strategic Initiatives	11	0	11	£605,507	£0	£605,507
Grand Total	153	3	156	£9,811,194	£342,520	£10,153,714

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

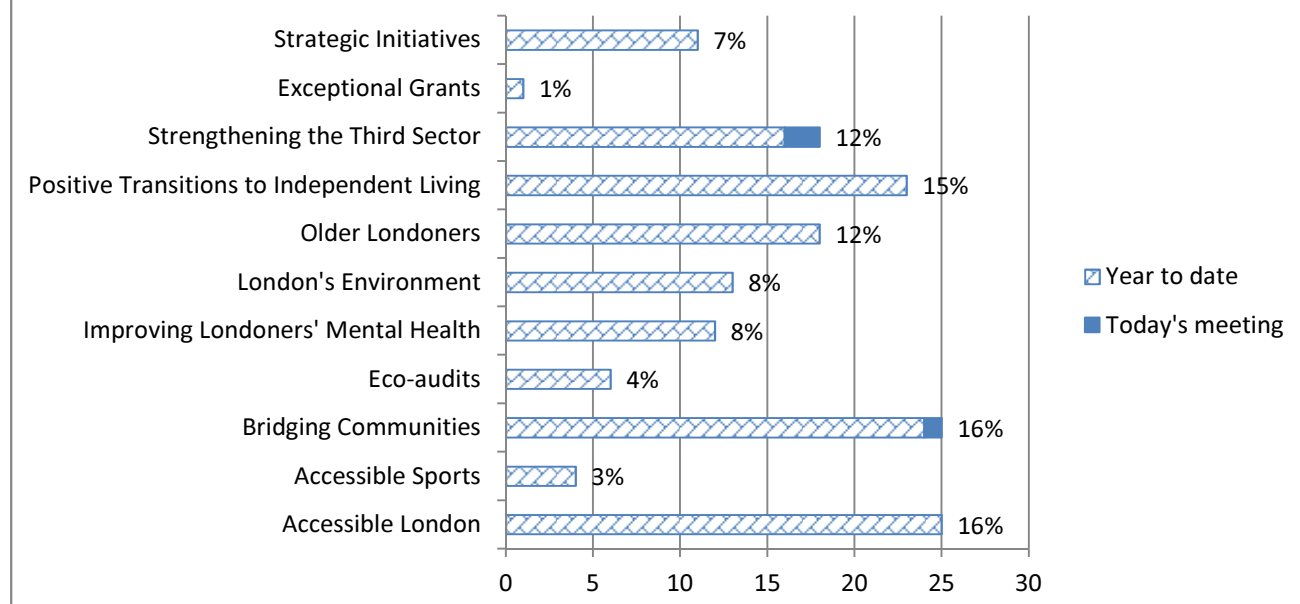
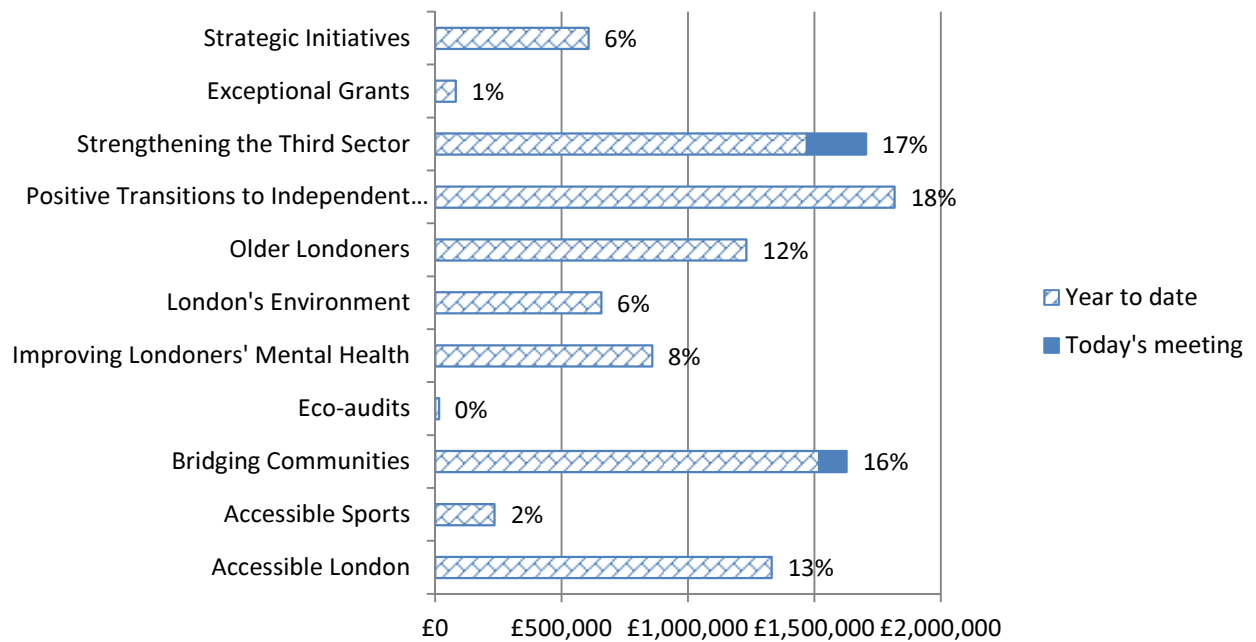


Chart 2: % of grants made by outcome area by value of grants (Working with Londoners)



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. You will also note that £300k was awarded to London Youth for organisations that successfully achieve one of its Quality Marks. As it is very early days for this programme the proportions of grants made by programme have not been shown but will be in future meetings.

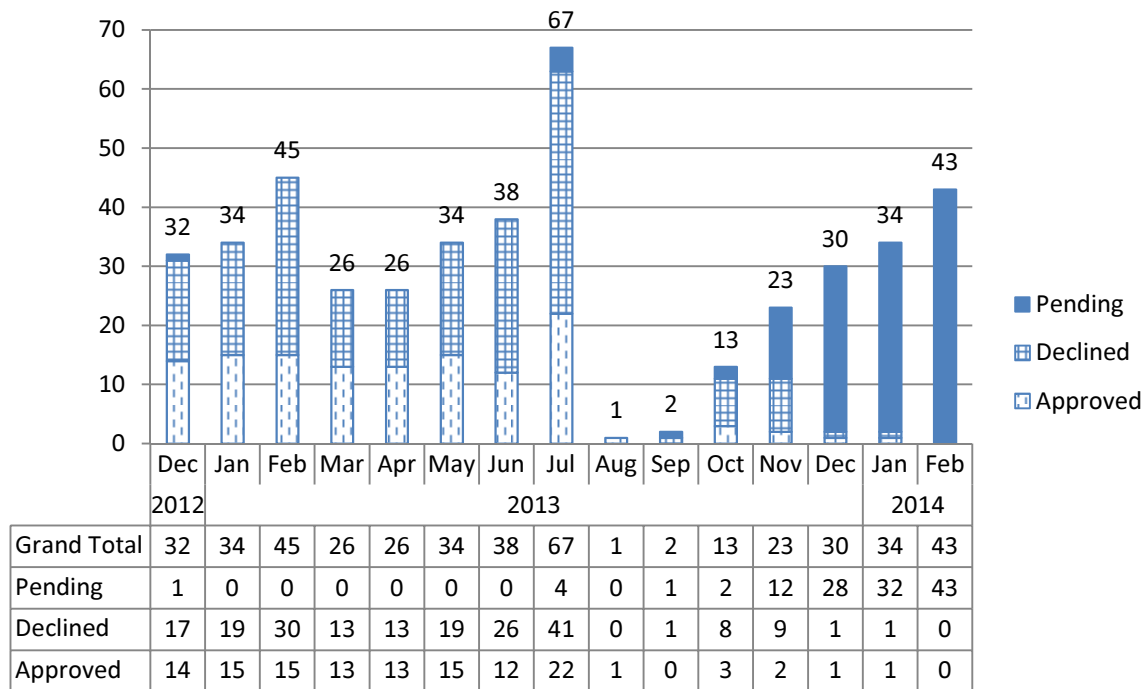
Table 3: Grant approvals by outcome area (Investing in Londoners)

Fund/Program	Year to date	Today's meeting	Total	Year to date	Today's meeting	Total
English for Speakers of Other Languages	0	1	1	£0	£12,000	£12,000
Improving Londoner's mental health	0	0	0	£0	£0	£0
Improving London's environment	0	1	1	£0	£388,000	£388,000
Making London more inclusive	3	2	5	£121,276	£141,500	£262,776
Making London safer	0	1	1	£0	£88,000	£88,000
Older Londoners	0	0	0	£0	£0	£0
Reducing poverty	0	3	3	£0	£341,290	£341,290
Resettlement and rehabilitation of offenders	0	1	1	£0	£50,000	£50,000
Strengthening London's voluntary sector	2	0	2	£194,000	£0	£194,000
Arts apprenticeships	1	1	2	£4,000	£4,000	£8,000
Partnership programme: hardship funds	2	0	2	£800,000	£0	£800,000
London youth quality mark	1	0	1	£300,000	£0	£300,000
Eco-audits	1	3	4	£1,500	£4,750	£6,250
Strategic initiatives	4	6	10	£649,200	£1,198,000	£1,847,200
Exceptional grants	0	0	0	£0	£0	£0
Grand total	14	19	33	£2,069,976	£2,227,540	£4,297,516

Applications received

- 4.1 Chart 3 shows applications received by month and the action taken (excluding strategic initiatives). Please note that applications for decision at today's meeting are still classified as 'pending'. 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. If all the applications at today's meeting are approved 2 applications from your Working with Londoners programmes will remain pending. Your officers hope to take these remaining applications to your April meeting.
- 4.2 Your Investing in Londoners applications launched in September 2013. Application numbers are now growing steadily, with 43 applications received in February before the month had closed. Officers will continue to monitor the level of applications received, though it is worth noting that February in 2013 also saw a peak in applications which may reflect organisations aiming to submit applications before the start of a new financial year

Chart 3: Applications received by month and action taken



Today's applications

5.1 27 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	16	3	13
Funding approved by delegated authority <£5k (to note)	4	0	4
Funding approved by delegated authority <£25k (to note)	2	0	2
Applications recommended for rejection	4	0	4
Withdrawn applications (to note)	1	0	1
Applications lapsed (to note)	0	0	0
Total applications	27	3	24

Jemma Grieve Combes
Grants Officer

T: 020 7332 3174
E: jemma.grievcombes@cityoflondon.gov.uk

The City Bridge Trust Working with Londoners Summary of Grant Recommendations

	Ref No.	Organisation	Requested Amount	Recommended Amount
<u>Bridging Communities</u>				
a)	11992	Wandsworth Community Empowerment Network	£111,272	£109,120
<i>Total Bridging Communities</i>			£111,272	£109,120
<u>Strengthening the Third Sector</u>				
b)	11936	Community Development Finance Association (CDFA)	£133,380	£133,400
c)	11987	Council of Somali Organisations (CSO)	£100,000	£100,000
<i>Total Strengthening the Third Sector</i>			£233,380	£233,400
Grand Totals			£344,652	£342,520

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The City Bridge Trust
Investing in Londoners
Summary of Grant Recommendations

	Ref No.	Organisation	Requested Amount	Recommended Amount
<u>Improving London's Environment</u>				
d)	12123	Epping Forest Charitable Trust	£1,497,000	£388,000
<i>Total Improving London's Environment</i>			£1,497,000	£388,000
<u>Making London More Inclusive</u>				
e)	12056	SHARE Community	£129,282	£130,000
<i>Total Making London More Inclusive</i>			£129,282	£130,000
<u>Making London Safer</u>				
f)	12046	Bede House Association	£87,365	£88,000
<i>Total Making London Safer</i>			£87,365	£88,000
<u>Reducing Poverty</u>				
g)	12109	Bexley Citizens Advice Bureaux Ltd	£210,000	£101,440
h)	12132	Centre For Armenian Information & Advice	£60,000	£90,000
i)	12036	Zacchaeus 2000 Trust	£149,849	£149,850
<i>Total Reducing Poverty</i>			£419,849	£341,290
<u>Resettlement and Rehabilitation of Offenders</u>				
j)	12018	Changing Paths Charitable Trust Limited	£50,000	£50,000
<i>Total Resettlement and Rehabilitation of Offenders</i>			£50,000	£50,000
<u>Strategic Initiatives</u>				
k)	12212	Research on Access to the Arts for People with Learning Disabilities	£40,000	£40,000
l)	12214	City Philanthropy	£222,000	£222,000
m)	12215	London Youth Inclusion Project	£216,000	£216,000
n)	12216	Media Trust, London 360	£240,000	£240,000
o)	12217	nef research on the new austerity	£30,000	£30,000

	Ref No.	Organisation	Requested Amount	Recommended Amount
p)	12218	London Legal Support Trust	£450,000	£450,000
<i>Total Strategic Initiatives</i>			£1,198,000	£1,198,000
Grand Totals			£3,381,496	£2,195,290

MEETING 13/03/2014

Ref: 11992

ASSESSMENT CATEGORY - Bridging Communities

Wandsworth Community Empowerment Network

Adv: Jemma Grieve Combes

Base: Wandsworth

Benefit: Wandsworth

Amount requested: £111,272

Amount recommended: £109,120

Purpose of grant request: Funding for experienced local facilitators who will be able to build leadership and enable co-production skill and knowledge in communities.

Background

Wandsworth Community Empowerment Network (WCEN) was set up in 2001 as one of 88 Community Empowerment Networks across the country. Its aim is to support and empower local communities to come together to discuss common concerns and identify collective solutions. WCEN have found that communities hold huge amounts of resources, skills and knowledge, but much of this remains unknown and little understood by public agencies. To bridge this gap WCEN works with local community groups including faith-based groups, Scout groups, community organisations and public service providers to facilitate networks and forums; capacity build individuals and groups; and develop and provide local services. At the core of their work is 'co-production' by which they simply mean public service providers and the community coming together to design and deliver services.

Funding History

An application under your former 'Main Grants' programme was declined in 2006 as the proposal was considered too similar to work you were already funding.

Current Application

WCEN is requesting funding to support community organisations and leaders in Wandsworth to become leaders in civic society and transform the way that public services are delivered. In the first instance a co-production facilitator would work on a one-to-one and group basis with each community organisation to understand community needs and build knowledge and skills. As part of this process leaders from the community group would be invited to take part in WCEN's networks and forums with other community organisations such as the BME Mental Health Forum and Dementia Co-Production Group. As each community organisation increases its skills and confidence they will be supported to take part in a pilot co-production project alongside other community organisations and relevant public service providers. Existing pilots include improving access to psychological therapies; family therapy; dementia; and cardiovascular health but the areas are likely to increase over time.

In 2013 Lankelly Chase awarded WCEN £200k core funding over 3 years (£77,500; £70,000; £52,500) as part of their Promoting Change Network to work with 20 to 40 groups to test and pilot co-production initiatives. Your funding would allow WCEN to reach an additional 60 organisations and leaders over 3 years.

Financial Observations

Audited accounts for the year ended 31st March 2013 show a deficit of £16,620 (14.1% of a turnover of £117,649), comprising deficits of £8,899 on unrestricted funds and £7,721 on restricted funds.

The organisation's reserve policy aims to hold free unrestricted reserves equivalent to three months' worth of core expenditure, which based on 2014/15 core expenditure equates to £17,799. At 31st March 2013 free unrestricted reserves stood at £180 which is equivalent to less than one days' worth of 2014/15 core expenditure. The organisation advises that it is aware of this lack of free reserves and that savings and new income generation opportunities have been identified, such as charging for the use of facilities, carrying out commissioned work, developing chargeable products and introducing membership fees.

The forecast for 2013/14 shows total income of £166,482, of which £163,300 (98.1%) has been confirmed. After expenditure of £184,370, the organisation anticipates an overall deficit of £17,888 (10.7% of turnover), comprising a planned deficit of £21,361 on restricted funds partially offset by a £3,473 surplus on unrestricted funds.

The budget for 2014/15 shows anticipated income of £194,080, of which £152,000 (78.3%) has been confirmed. After expenditure of £194,623 a deficit of £543 (0.3% of turnover) is expected, comprising a deficit of £1,351 on restricted funds partially offset by a surplus of £807 on unrestricted funds. At 31st March 2015 free unrestricted reserves are anticipated to be £4,461, which is equivalent to 22.9 days' worth of 2014/15 core expenditure and £13,338 below its target level.

Officer's Appraisal

WCEN are very much part of the local community, situated within Doddington and Rollo Community Association on a local housing estate. A giant map of community organisations dominates the office wall and WCEN were keen to point out the organisations they could be reaching with your funding. The organisation has already shown strong results of its work to bring together local communities and public authorities to improve public services. For example 8 local Community organisations are hosting a therapist from the Mental Health Trust and come together as part of a Co-Production Network to share ideas and practice; and a Pastors Network for Family Care made up of Leaders from across different Christian traditions are undertaking an accredited training programme in systemic family therapy.

WCEN originally planned to contract a number of local freelance experts to deliver work with different local communities. Following discussions with your officer the organisation has proposed a simpler model of employing 2 part time Co-production facilitators to work across all communities. This reduced the overall costs of the project and the recommendation has been made on the basis of these new costs.

Recommendation

£109,120 over 3 years (£36,000; £36,030; £37,090) for 2 part time (14hrs/week) co-production facilitators and on-costs to support community organisations and leaders in Wandsworth to come together to transform public services.



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)

11992

Date Received:

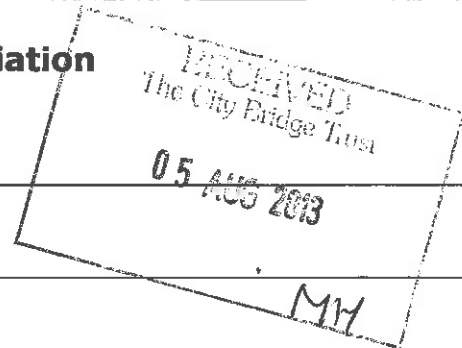
05/07/2013

Programme
Area:

02

1. About your organisation

Name of organisation applying for grant: Wandsworth Community Empowerment Network	
If the organisation is part of a larger organisation, what is its name?	
Address for correspondence: Unit 44 Doddington & Rollo Community Association Charlotte Desperd Avenue Battersea, London	
Postcode: SW115HD Is this your home address? No	
Contact person: Mr Malik Gul	Position: Director
Phone: 02077209110	Fax:
E-mail: malik@wcen.org.uk	
Website: http://www.spaa.info	
Legal status of organisation: Registered Charity	
If registered, please give charity number: 1106354	
Date organisation established: 06/05/2001	



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) Bridging Communities: Transforming Lives. Revenue funding for experienced local facilitators who will be able to build leadership and enabling coproduction skill and knowledge in communities
How much funding is requested? Year 1: £36,000 Year 2: £37,080 Year 3: £38,192 Total: £111,272

3. Aims of your organisation

Support and enable community and faith groups of all kinds who live and work in areas of multiple deprivation to:

Come together to discuss and agree what their common concerns are and how they might be able to provide collective solutions to them

Work alongside mainstream statutory agencies to co produce public services that **will** have the greatest impact on the alleviation of poverty, poor health and hardship

Monitor and evaluate co production models as a means to generate good practice

Share information and learning to develop new knowledge in areas of co production

4. Main activities of your organisation

One to one identification and relationship building with leaders from across all of our sectors and systems to establish common understanding and objectives

Group-work through Forums and Workshops to develop solutions around specific areas of public services that have the potential for the greatest impact on people experience hardship.

Capacity Building individuals, groups and statutory service teams who are interested in supporting the development of whole systems working.

Building networks and relationships of influence

Developing with our partners processes and mechanisms that aim to improve the delivery of public services and the capacity and confidence of local community and faith groups to become enablers of change.

Evaluation and research into models of co production so as to make the case for new ways of working

Prototyping models of Co Production.

Championing, campaigning and advocating for better and smarter civic societies

5. Number of staff

Full-time	Part-time	Management committee members	Active volunteers
2	0	5	40

6. How do you support your volunteers?

Valuing & acting on the contributions they make at our Forums and Networks.

Integrated into our staff and management teams as equal participants

Training programmes to upskill as Community Champions and Skilled Practitioners

One to one support to lead on projects

Expenses paid where appropriate

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	Ongoing agreement

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	0
Activities for generating funds	0
Investment income	40
Income from charitable activities	117,400
Other sources	209
Total Income	117,649

Expenditure:	£
Charitable activities	131,736
Governance costs	2,533
Cost of generating funds	0
Other	0
Total Expenditure	134,269
Net (Deficit)/Surplus:	(16,620)
Other Recognised Gains/(Losses)	0
Net Movement in Funds	(16,620)

Asset position at year end	£
Fixed assets	874
Investments	0
Net current assets	26,661
Long-term liabilities	0
*Total A	27,535

Reserves at year end	£
Endowment funds	0
Restricted funds	180
Unrestricted funds	27,355
*Total B	27,535

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

9. Statutory funding

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

10. Material changes

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

11. Previous applications to the Trust

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

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

12. Previous funding received

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

	Year: 2010	Year: 2011	Year: 2012
(i)			
(ii)			
(iii)			
(iv) South West London St Georges MHT Wandsworth PCT		121,261	96,046
(v) Department of Health		18,500	32,625
(vi) Metropolitan Police		4,000	5,000

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	15,000	
Faith in Action	12,000	

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

We use carbon neutral disposables at our offices and have recycling posts inside our main office and also in all the public areas around our building. We access minutes and reports of Public Board Meetings (which run into several thousands of sheets per month!) electronically through Mini Pads available to all staff members.

We have also provided mini pads for Community Leaders to make contributions (blog, short films, tweets,) via on line social media. We purchase all consumables from local shops reducing the need for transportation. We provide secure bicycle racks at our main office to encourage use and a transportable rack which we erect at our conferences and events. Catering at our events is through local social enterprises who use locally sourced produces. We hire community transport to bring groups of people to our events saving on individual transport(as well as building community)

15. Purpose

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

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

We are requesting a grant to enable us to recruit local experts on a flexible basis who will work alongside community leaders to help build their capacity to engage in mainstream public service design and delivery. We are seeking to grow our Network so that we are able to expand and extend our ability to develop and embed Co Production processes within a wider range of community and faith based organisations. We currently have a partnership with the South West London and St Georges Mental Health Trust which has enabled us to train and equip 12 Black Church Leaders in Systemic Family Therapy and establish 11 Psychological Therapies Clinics inside community organisations. We will training 12 Muslim Leaders from October 2013. We have also established 3 health check clinics in community groups led by local people. These programmes have been independently evaluated by our university partners and have allowed us to bring together a senior leaders group of all of the main public agencies and community and faith leaders into a Co Production Reference Group tasked with the development and rolling out of a methodology that is able to extend public services into more community groups as part of the development of whole system integrated model of health and social care. Our evaluations have established that Co Production will enable more local people to start to take responsibility for their own health and well being , strengthen community cohesion through shared relationships towards common objectives, establish a new workforce that will extend the ability for collaborative and cooperative practices and will improve the health and well being of local people in ways that are currently not available. The main public agencies have agreed to continue to provide support and partnership to these developments and we have recently been awarded a core grant by the Lankelly Chase Charitable Foundation to be part of their Promoting Change Network that is seeking to learn from good practice in local areas and share lessons with a group of practitioners across the country. We are now seeking a grant from City Bridge that will enable us to recruit local experts who are connected to their own communities and will guide and mentor local leaders and groups to reach their leadership potential and operate much more effectively in our shared civic space. Our learning has shown that an average of 80 hours of support is required per community group for them to have built a sufficient amount of understanding and capacity to develop co production partnerships (This includes one to work, work with their communities in groups, attendance at their events, services and gatherings and follow up visits, phone calls and emails) Over the next 3 years we aim to expand our current reach to include upto 60 community and faith groups who are working with some of the most disadvantaged members of our communities so that they are accessing services and support much sooner and quicker, and therefore preventing the risk of long term conditions. By bringing Community Groups together into a Co Production Community Trust we will support existing leadership structures to add value to the delivery of public services, creating a much stronger and broader civic platform for change. We believe that the mechanisms we have developed will be significantly transformational and will have an impact on the national drivers for the integration of not only health and social care processes but also of community and faith groups as active agents and enablers of change.

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

We are establishing an accredited Co Production Academy in partnership with the Open University that will provide high quality training to community leaders. Part of this will see them participating in Public Agency meetings (Clinical Reference Groups, Health and Well Being Partnerships, Overview and Scrutiny Committees). The completion of this and ongoing development of co production partnerships in and across their own community sites (Churches, Mosques, Community Halls etc) will be a measure of success. Our University partners will monitor and evaluate this modelling and will advise and report on them. This will be shared through events and conferences. The clinical aspects will be monitored by our public agency partners as part of their own reporting. Local people accessing these sites in numbers, benefitting from the co produced services through reported improved health and well being outcomes will be a major measure of success, and its transformational driver.

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? 4,000			
What age group will benefit? All, Adult, over 60			
In which local authority is your organisation based? Wandsworth			
Which borough(s) of Greater London will benefit from this grant? (if more than one, please give % for each) We have started to adapt and test our programme in London Borough of Merton and are advising Kingston, in partnership with the Mental Health Trust			
At what address will the activity be located? In local Churches, Mosques, Temples, Community Centres and Halls, Voluntary Sector Groups, Libraries, Social Clubs, Local Museums and Open Houses, Mainstream Statutory Service Meeting Rooms.			
What will the ethnic grouping(s) of the beneficiaries be?			
	%		%
White - British	25	Black - Caribbean	20
White - Irish		Black - African	10
White - Other (please describe) Polish, Eastern European	5	Black - Other (please describe) Somali	5
Asian - Indian	5	Black - British	
Asian - Pakistani	20	Chinese	
Asian - Bangladeshi	5		
Asian - Other (please describe) Tamil, East African	5	Other (please describe)	
		Open to everyone	100
What proportion of the beneficiaries will be disabled people? 20%			

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	102,665	105,745	108,918	317,328
Running Cost	23,032	23,879	24,344	71,255
Project Cost	102,500	60,500	36,000	199,000
TOTAL	228,197	190,124	169,261	587,583

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

Source	Year 1 £	Year 2 £	Year 3 £	Total £
Lankelly Chase Foundation	77,500	70,000	52,500	200,000
Mental Health Trust	50,000	50,000	50,000	150,000
Wandsworth Clinical Commissioning Group	30,000	30,000	30,000	90,000
TOTAL	157,500	150,000	132,500	440,000

What other funders are currently considering the proposal?

Funder	£
TOTAL	

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 £
Revenue Funding	36,000	37,080	38,192	111,272
TOTAL	36,000	37,080	38,192	111,272

20. Funding requested from the Trust (continued)

When will the funding be required? 07/10/2013
Is the activity to continue beyond the period for which funding is requested? If so, how will it be resourced? We are in the process of agreeing a Statement of Intent with our mainstream public agencies that will seek to mainstream (and core fund) our programme of work into the commissioning priorities of the local Clinical Commissioning Group once it is reviewed in 2015/2016
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: Cathy Stancer (Programme Director)
Organisation: LankellyChase Foundation
Address: 1 The Court, High Street, Harwell, Didcot, Oxfordshire OX11 0EY
Tel: 01235-820044
E-mail: cathy@lankellychase.org.uk

Declaration on behalf of applicant organisation

I, _____ Malik Gul _____ (your name)

am an authorised representative of

_____ Wandsworth Community Empowerment Network _____ (your organisation)

within which I am _____ Director _____ (your position)

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

Signature _____ Malik Gul _____  Date _____ 26/7/2013 _____

How your information will be used by the Trust

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

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

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

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

Concerns over fraud and corruption

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

raiseyourconcern@cityoflondon.gov.uk

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 13/03/2014

Ref: 11936

ASSESSMENT CATEGORY - Strengthening the Third Sector

**Community Development Finance Association
(CDFA)**

Adv: Tim Wilson

Amount requested: £133,380

**Base: Camden
Benefit: Several London
boroughs**

Amount recommended: £133,400

Purpose of grant request: To develop affordable credit facilities for deprived communities, voluntary and community organisations across London.

Background

The Community Development Finance Association (CDFA) is the infrastructure organisation for a national network of community development finance institutions (CDFIs). The CDFI sector works to provide finance to disadvantaged and underserved communities, investing in small businesses and individuals who would otherwise struggle to obtain credit from mainstream providers and whose alternative would therefore be high-cost lenders. In 2013 CDFIs lent £123m to 50,700 customers, from which CDFA estimate that 8,400 new businesses and 33,900 new jobs were created, and 531 people were able to stay in their own homes.

CDFA provides support, funding and networking services to CDFIs, and works to raise their profile with government and prospective investors. Established over ten years ago, the CDFA supports a growing network of community finance providers. Affordable credit is an issue of growing interest from a range of agencies including government, the Church of England, and the mainstream banking sector.

Funding History

None.

Current Application

Despite high community demand, there are currently only five CDFIs serving London. Consequently their coverage is patchy, and whilst the far eastern and far southern boroughs are relatively well-served, communities in deprived areas elsewhere in the capital do not enjoy good access to CDFI services.

CDFA's application is to help London's CDFIs expand their reach and consolidate. This will involve helping organisations connect with each other and identify opportunities for collaboration and efficiency savings. Each CDFI currently operates in a sufficiently different way to its peers, and with limited staff capacity, to require the input of a strong infrastructure organisation who can lead integration work.

CDFA will develop three pilots in North, East and South London. Each pilot will involve a CDFI working with a range of local partners. These are likely to include debt advice agencies, housing associations, voluntary organisations, legal firms and community accountants. The partnerships will map needs and existing provision before developing plans to provide improved community finance services in the area.

Each partnership will raise at least 50% of the capital it needs to deliver its work, matching the contribution sought from your grant funding. Once established, the partnerships will then be in a position to provide affordable credit to a wide-range of voluntary and community organisations and the deprived communities they serve. CDFA anticipate that it will be possible for each partnership to recycle the credit it delivers four times over, and to create 165 jobs and new enterprises in its locality.

Financial Observations

Audited accounts for the year ended 31 December 2012 show a deficit of £58,658 (9.1% of turnover), entirely on unrestricted funds.

The organisation states that its reserves policy is to hold free unrestricted reserves equivalent to 3 months' worth of core operating costs. At 31 December 2012 the organisation held £265,486 in free unrestricted reserves, which is equivalent to 5 months' worth of 2014 budgeted total expenditure.

The draft outturn for the year ended 31 December 2013 shows a small surplus of £1,292 (0.2% of turnover) which is entirely on unrestricted funds.

The budget for the current year to 31 December 2014 anticipates a further surplus of £27,132 (4.1% of turnover), also entirely on unrestricted funds. Total income is predicted to be £669,332, of which £301,701 (45%) has been confirmed as at 19 February 2014.

Officer's Appraisal

CDFA is a well-regarded infrastructure organisation working in a field that has attracted significant media attention. At a time when confidence is returning to the UK economy, many small businesses (including social enterprises) and low income households continue to find it difficult to access affordable credit. High-interest, such as that offered by payday lenders is often the alternative, a situation that has been sharply criticised by many, including the Archbishop of Canterbury.

You currently support the Institute of Public Policy Research to investigate the impact of high-credit costs of London's deprived communities, and you have also indicated a desire to support community finance through your Investing in Londoners programmes. CDFA's pilots will help expand community finance provision to deprived and underserved parts of London, would complement your existing interest in this topic and yield valuable learning in support of your future work.

CDFA propose to deliver an ambitious programme in only two years. The level of funding sought is commensurate with grants you have made previously for infrastructure activities at this level and with good project management there is no reason why CDFA would be unable to deliver the three pilots in 24 months.

Recommendation

£133,400 over two years (£44,440; £89,000) towards the delivery of three community finance partnership pilots in North, East and South London, on the condition that the balance of funding is raised from other sources.



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)

11936

Date Received:

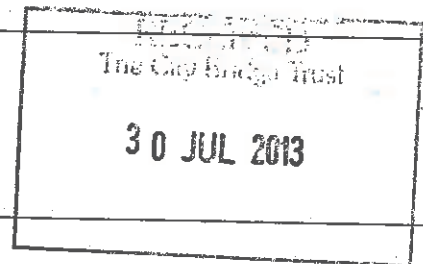
03/07/2013

Programme
Area:

07

1. About your organisation

Name of organisation applying for grant: COMMUNITY DEVELOPMENT FINANCE ASSOCIATION (CDFA)	
If the organisation is part of a larger organisation, what is its name?	
Address for correspondence: Room 101, Hatton Square Business Centre 16 Baldwin Gardens London	
Postcode: EC1N 7RJ	
Is this your home address? Yes	
Contact person: Mr Ben Hughes	Position: Chief Executive Officer
Phone: 02074300222	Fax:
E-mail: b.hughes@cdfa.org.uk	
Website: http://www.cdfa.org.uk/	
Legal status of organisation: Company Limited by Guarantee	
If registered, please give charity number:	
Date organisation established: 07/05/2001	



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 create an integrated, enterprise support infrastructure, to strengthen the capability of London's VCS so it can fully benefit from significant new investment programmes
How much funding is requested? Year 1: £44,430 Year 2: £88,950 Year 3: £0 Total: £133,380

3. Aims of your organisation

The CDFA wants to enhance the quality, scale and effectiveness of the community finance sector. It aims to achieve this by:

- Implementing common performance standards as the basis for accreditation across all CDFIs through the development of the Change Matters 2 performance framework
- Developing impact measurement for CDFIs as industry benchmarks
- Ensuring comprehensive access to finance for under-served communities, across all four UK nations
- Empowering members to broaden their horizons in driving social change
- Pioneering partnerships with key stakeholders to place community finance at the heart of government's fiscal and social policy
- Creating innovative financial models that accommodate CDFI investment readiness support role alongside their loan portfolios

4. Main activities of your organisation

1. Strengthening the Community Finance Sector, by:

- offering a suite of member support services
- Events, seminars and conferences
- Training schemes
- Networking and peer review activities
- rolling out CM2, a bespoke cdfi performance management system
- developing systems to ensure efficient back office support, and new developments such as the bank-cdfi referral scheme

2. Being a credible and recognisable voice for the sector, through:

- Policy briefings
- responding to government consultations
- developing policy ideas and promoting these with key influencers
- targeting the media with suitable news stories, and implementing a comms strategy intended to grow awareness and understanding of the sector.

3. Drive growth through attracting new resources, and innovating new products, by:

- establishing wholesale funds, for distribution across all cdfis
- leveraging investment from new sectors and bodies, including international banks, European funds and UK finance institutions
- ensuring suitable grant support is available as a subsidy to high risk investment
- designing and ensuring implementation of guarantee schemes tailored to the cdfi sector

5. Number of staff

Full-time	Part-time	Management committee members	Active volunteers
8	1	13	0

6. How do you support your volunteers?

CDFA actively encourages post graduate interns, to develop policy and research initiatives, through FE and HE institutions. We offer a quality learning opportunity for the right people. We provide training and development opportunities, cover full expenses and ensure proper line management support and supervision.

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	3 month rolling arrangement

8. Finance

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

Financial year ended - **Month: December**

Year: 2012

Income received from:	£
Voluntary income	422,008
Activities for generating funds	192,057
Investment income	7,691
Income from charitable activities	0
Other sources	0
Total Income	621,756

Expenditure:	£
Charitable activities	0
Governance costs	10,592
Cost of generating funds	673,111
Other	0
Total Expenditure:	683,703
(Deficit)/surplus for the year:	(61,947)

Asset position at year end:	£
Fixed assets	13,121
Investments	0
Net current assets (liabilities)	263,712
Long-term liabilities	0
*Total A:	276,833

Reserves at year end:	£
Endowment funds	0
Restricted funds	0
Unrestricted funds	276,833
*Total B:	276,833

* 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%

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)			
(iv)			
(v) Department of Business Innovation & Skills (BIS)	385,237	98,480	0
Department of Work & Pensions (DWP)	100,000	25,000	0
(vi)			

13. Previous grants received

Grants received by your organisation from charitable trusts and foundations (other than the City Bridge Trust) during the last TWO years. List source, years and annual amounts:		
	Year: 2011	Year: 2012
Friends Provident	4,959	
Lankelly Chase		19,500

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

CDFA is working towards being a paper free office, and has implemented an automatic scanning policy. We also have a commitment to using new technologies to facilitate virtual meetings, so negating the need for unnecessary travel. CDFA's staff expenses policy automatically prioritises train travel, with car mileage only being covered when there is evidently no realistic alternative. Likewise, any foreign travel is strictly monitored and is only sanctioned if deemed to be of priority importance for the organisation.

cdfis themselves are increasingly active in directly funding renewable s as part of their social and community enterprise portfolio; CDFA is committed to creating wholesale funds that can enhance funding of this important and emerging market. They are also active in funding development of community buildings - often with an explicitly emphasis on reducing environmental impact

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.

London's VCS is undergoing a rapid transition in its funding base, from reliance on grants and charitable support, to one that is enterprise focused and able to generate funds through trading services, procuring large scale public contracts and maximising the potential of assets.

Combined with the Localism Act, and emphasis on community rights and neighbourhood budgeting, this requires the VCS to work in different ways; to up-scale through consortia; to maximise income generating potential of assets; to re-profile service offers, to ensure market awareness, and to have sufficient cash reserves to operate payment by results contracts.

Such a change requires new skills, competencies and resources, yet the very support and partnership building capacity necessary are declining, leaving the sector fragmented and vulnerable. The Community Finance Partnership (CFP) blends the provision of financial services, community asset development and social innovation - essential to this change process, and so to better meeting the needs of London's diverse populations.

This proposal covers costs of developing 3 CFPs - North, East and South. They will integrate provision of enterprise support, availability of finance and community development as a means of strengthening the VCS, by:

- Converting latent community need into tangible demand for community finance
- Boosting the supply of new capital
- Generating a new generation of community enterprise.
- Building VCS skills, knowledge and confidence, to ensure inclusion of less obviously sustainable organisations
- Creating collaborative advantage through new partnerships, that place public/private and community organisations on an equal footing

The engagement of all community members with key community economic institutions will be central to each CFP. This makes it possible to integrate the social, cultural and environmental concerns of communities' and the VCS organisations that serve them, into their revenue generating aspirations.

Financing: On the supply side, each partnership will pioneer new approaches to blend traditional capital forms (bank/government backed finance) with emerging models of crowd funding.

Each CFP will have available a £50k, self-financed fund that will be released when a match £50k has been raised through the community. The fund will offer blended investments, from small grants through patient capital to small commercially oriented loans.

Operating as a hub for local enterprises that are directly building the social economy, CFPs are a delivery mechanism for various emerging initiatives including GLA's £25m social enterprise fund, the £1bn Business Bank (explicitly targeting hyper-local community enterprises), post 2014 European Structural funds and BIG's Enterprising Communities fund. All offer a significant new resource to London's VCS, but need a rapid growth in enterprise capability if the sector is to realize this potential.

Programme structure

CFPs re-configure existing organisations into an integrated finance partnership. Representation will be drawn from CDFIs, CU's, Settlements, Development Trusts, housing associations, debt advice agencies, community foundations, local trusts, corporate bodies, law and accountancy firms, along with local authorities. By pooling the expertise of these organisations, the partnership will be a hub for innovation in community enterprise alongside providing much needed match investment. Each CFP will have a lead agency who will appoint Community Catalysts, to:

1. Build relationships across agencies serving the area
2. Facilitate needs analysis
3. Work with relevant organisations to develop ways to meet those needs
4. Work with these organisations to promote the solutions in the neighbourhood
5. Identify potential sources of finance within the neighbourhood and beyond
6. Work with relevant organisations to raise finance

The lead agency will be accountable to the CFP and will be supported by CDFAs regional coordination role, able to oversee initial formation, programme design and coordination, monitoring and impact assessment, and to report back to City Bridge Trust.

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

Each partner will be required to evidence a strong commitment to developing and scaling the approach; the longer term aspirations will focus on stimulating community enterprise as a corner stone to resourcing the VCS - and to developing effective and sustainable VCS support infrastructure. CFPs will need to lever matched investment from a range of sources, through corporate social responsibility streams as well as commercially driven investors.

It will be essential, therefore, to develop an evaluation and learning strand which captures real-time learning (the successes and struggles of establishing a CFP) and empirical research (the outcomes/outputs of the approach, including social and economic benefits) of the proposed activity. Independent 'real time' evaluation of each CFP will be undertaken.

To ensure sufficient reach into different communities and localities, the pilots will run simultaneously, from October 2013 - October 2014

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?

c1.2m

What age group will benefit? **Adult, over 16 years, over 60**

In which local authority is your organisation based?

Camden

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

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

Islington, Haringey, Enfield, Waltham Forest, Hackney, Tower Hamlets, Newham, Redbridge, Barking and Dagenham, Southwark, Greenwich, Lewisham, Wandsworth, Merton and Bromley

At what address will the activity be located?

the three CFP lead agencies will be based in: Tower Hamlets, Southwark and Enfield

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

	%		%
White - British	40	Black - Caribbean	15
White - Irish	5	Black - African	12
White - Other (please describe)		Black - Other (please describe)	
Asian - Indian	13	Black - British	7
Asian - Pakistani	8	Chinese	
Asian - Bangladeshi			
Asian - Other (please describe)		Other (please describe)	
Open to everyone			100

What proportion of the beneficiaries will be disabled people?

20%

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 £
Community catalyst role (15,000 per pilot x 3)	15,000	30,000		45,000
area specific on-costs (meetings, travel, community exp'ns x 3)	5,000	10,000		15,000
Lead agency (local project management, secretariat)	10,000	20,000		30,000
CDFA programme coordination	8,330	16,600		24,930
Monitoring & real time evaluation	6,100	12,350		18,450
community fund	100,000	200,000		300,000
TOTAL	144,430	288,950		433,380

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

Source	Year 1 £	Year 2 £	Year 3 £	Total £
CDFI contribution	50,000	100,000		150,000
community crowd funded match	50,000	100,000		150,000
TOTAL	100,000	200,000		300,000

What other funders are currently considering the proposal?

Funder	£
Discussions underway with DCLG, to align with Neighbourhood Community Budget pilots	
TOTAL	

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 £
Community catalyst role (15,000 per pilot x 3)	15,000	30,000		45,000
area specific on-costs (meetings, travel, community exp'ns x 3)	5,000	10,000		15,000
Lead agency (local project management, secretariat)	10,000	20,000		30,000
CDFA programme coordination	8,330	16,600		24,930
Monitoring & real time evaluation	6,100	12,350		18,450
TOTAL	44,430	88,950		133,380

20. Funding requested from the Trust (continued)

When will the funding be required? 01/11/2013
Is the activity to continue beyond the period for which funding is requested? If so, how will it be resourced? CFPs are ultimately self-sustaining, both as a vehicle to resource the VCS, and in their ability to generate the funds necessary for admin and management costs. This will be covered through fees and % charged on the capital they manage - and through their ability to attract matching resources from a wide range of investors
If any planning or other statutory consents are required for the project to proceed, what stage have the applications reached? None required

21. Referee

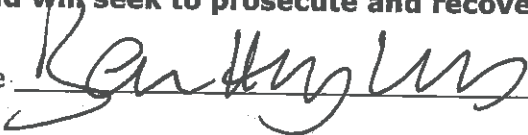
Please provide us with the contact details of a current or recent funder of your organisation who is willing to act as a referee.

Referee
Name: Brian Whittaker
Organisation: Lankelly Chase Foundation
Address: LankellyChase Foundation Greenworks Dog and Duck Yard Princeton Street London WC1R 4BH
Tel: 020 3747 9930
E-mail: Brian@lankellychase.org.uk

Declaration on behalf of applicant organisation

I, BEN HUGHES (your name)
am an authorised representative of
CDFA (your organisation)
within which I am CEO (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 July 29th '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 13/03/2014

Ref: 11987

ASSESSMENT CATEGORY - Strengthening the Third Sector

Council of Somali Organisations (CSO)

Adv: Jenny Field

Amount requested: £100,000

Base: Islington

Benefit: London-wide

Amount recommended: £100,000

Purpose of grant request: £100,000 over two years. Salary and associated costs of a part-time Business and Membership Development Manager (3 days per week) and a part-time Research Development Officer (2 days per week) to build capacity of Somali frontline organisations.

Background

Council of Somali Organisations (CSO) was established to represent the interests of London's Somali community. It evolved following the commissioning by Trust for London of a series of seminars and a feasibility study during 2007-09 to explore the particular challenges facing the Somali community in London and its community organisations. It also investigated the potential political and practical support from relevant local and central government agencies, potential funders and other stakeholders, for the establishment of an umbrella body of Somali organisations. It concluded, following a high profile event at Portcullis House in January 2010, that an umbrella body was needed to provide an effective voice for the Somali community in London and to help build the capacity of London's Somali voluntary sector. CSO incorporated in October 2010.

Funding History

You funded, in partnership with Trust for London, the start-up of this organisation with a grant of £100,000 over two years (2 x £50,000), awarded in February 2011. The original recommendation to CBT Committee in February 2011 was for a grant of £150,000 spread equally over 3 years. However, some Members expressed concern about the proposal for grant funding to a newly formed organisation over a three year period via a well-established host organisation. It was agreed therefore to commit for only two years at that stage with a grant of £100,000 (2 x £50,000). Your grant was towards the post of a full-time Development Officer whilst Trust for London funded a full-time Director for the organisation. As the organisation was only 4 months old at the time, the grants were received by Ocean Somali Community Association (OSCA), a well-established organisation which provided financial and administrative services on behalf of CSO during its start-up phase through a service level agreement between the two parties.

Current Application

Despite there being an estimated 250 Somali organisations across London, ranging from larger, well-established organisations through to much smaller, volunteer-led organisations, historically, the Somali community has been fragmented and lacked a coherent voice. The establishment of a strategic umbrella body to provide a stronger voice for the community has been seen as a very positive and welcome development. However, given its fragmentation, establishing the new organisation

was bound to be challenging and getting CSO off the ground has not been an altogether smooth process.

A Director was appointed (with funding from Trust for London) who, whilst strong on building external relationships and raising CSO's strategic profile, was less strong at developing CSO's internal infrastructure and governance. There were also disagreements amongst the original management committee which impacted the smooth development of CSO. As a consequence, the timetable for establishing CSO as an independent charity slipped considerably. The Director left at the beginning of 2013 and an Interim Director was appointed in January 2013 to oversee CSO's strategic and operational development. This person is an experienced consultant to the voluntary sector and was appointed on a freelance basis.

The Development Officer role was filled by two part-time job sharers who had made good progress in developing and supporting the membership of CSO. One of the postholders resigned in February 2013 to take up another post whilst the other resigned in April 2013 in order to become a full-time mother. In the interim, the work has been covered by a freelancer from the Interim Director's consultancy whilst future funding is sought. As a result of their work, CSO is now in regular contact with over a 100 organisations, 70 of whom are active member organisations who have benefited from a range of surgeries, peer mentoring, information and advice sessions and networking events.

Throughout this time, your officers, together with officers from Trust for London, have worked closely with CSO and with the capacity building organisation Black Training and Enterprise Group (BTEG), an organisation with which the Trust has a long funding history. BTEG helped CSO to undertake an open and democratic process for electing a new management committee and to recruit the Interim Director who took up the post in January 2013.

The Interim Director has made considerable progress during the past year in developing the organisation's infrastructure, including strengthening its board and developing the internal systems necessary for it to operate as an independent entity. It received its charity registration in November 2013. At the same time, he has continued to develop CSO's external profile and during the past year CSO has organised 7 seminars and conferences. CSO's board has identified thematic priorities for the next three years which include the criminal justice system; health and wellbeing; entrepreneurship and enterprise; housing; and education and skills. Each of these themes will be guided by partners from its membership, the wider voluntary sector and statutory agencies. For example, it recently co-chaired an event with BTEG on the criminal justice system which was attended by approximately 40 people and included contributions from Prevent and the Metropolitan Police.

The Greater London Assembly has asked CSO to partner with it on health matters. The first related conference will be in March where the agenda will include commissioning, female genital mutilation and legislative changes on the use of khat in the UK.

This application complements an application currently being considered by Trust for London to continue funding the Director's post for a further two years. This will enable a replacement for the Interim Director to be recruited but he has indicated his willingness to remain in an advisory role until this person is 'bedded in'. You are asked to support two part-time posts. The first is a Business Development Manager for 3 days per week to provide day-to-day frontline support to CSO's membership. CSO also wishes to appoint a Research and Development Officer for 2 days per week to research specific issues pertinent to the community; collate data and case studies; and identify and promote good practice amongst the membership.

Whilst three years is the maximum period that you normally fund a project or activity, your policies allow you to fund work of strategic importance to London for a total of 5 years, usually in the form of a 3 year grant followed by continuation funding for 2 years. On this occasion, the request is for 2 years plus 2 years in order to coincide with the likely support from Trust for London.

Financial Observations

During 2012/13, OSCA received all CSO's funding which it administered on its behalf from a separate bank account. CSO's funding is consolidated into the 2012/13 audited accounts of OSCA. CSO opened a bank account in the summer of 2013 and has been gradually taking on more responsibility for managing its own finances (although your grant has been entirely administered by OSCA).

The CSO extract from OSCA's audited accounts for the year ended 31st March 2013 shows that CSO's income of £81,250 was fully expended during the year.

CSO's first annual accounts separate from OSCA will be for the current year ending 31 March 2014. The financial information provided in Question 8 of the application form shows this first stand-alone year based on actual income and expenditure for the first 9 months to December 2013 and a forecast for the final 3 months of the year to 31 March 2014. Total income for the year amounts to £72,180 which has all been confirmed and, after expenditure of £69,571, a surplus of £2,609 (3.6% of turnover) is projected wholly on restricted funds.

The budget for 2014/15 shows income of £111,500 and, after expenditure of £111,071, projects a small surplus of £429, again wholly on restricted funds but this is predicated on the success of its applications to Trust for London (£50,000), and City Bridge Trust (£50,000). A grant of £1,500 from Clinks has been confirmed. This budget also includes a fundraising target of £10,000.

At this stage, CSO does not have a reserves policy and does not hold any free reserves. Given CSO's budgets for 2013/14 and 2014/15, the charity is unlikely to build free reserves in the foreseeable future.

Officer's Appraisal

Whilst progress in getting CSO established has been much slower than originally anticipated, its board and membership are firmly committed to its continued development. In a recent survey of its membership, members stressed the importance of CSO continuing to bring Somali organisations together, to share

learning, work jointly on projects and avoid duplication. The importance of providing a stronger voice for the Somali community in London cannot be over-stressed.

Given that CSO is still in an early stage of its development, and its lack of a financial track record and free reserves, it is recommended that should you approve a grant today, it be released in monthly instalments in order to minimise your risk. Vital to the success of CSO as an independent charity will be the appointment of a Director with the requisite financial skills to build on the foundations laid by the current Interim Director. It is also recommended that any grant should include the condition that a Director is appointed with the requisite financial skills.

Recommendation

£100,000 over two years (2 x £50,000) towards the salary and associated running costs of a Business Development Manager (3 days per week) and a Research Development Officer (2 days per week). The grant is conditional on a Director with the requisite financial skills being appointed and is to be paid in monthly instalments.



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)

11987

Date Received:

05/07/13

Programme
Area:

7

1. About your organisation

Name of organisation applying for grant: Council of Somali Organisations	
If the organisation is part of a larger organisation, what is its name? Host Organisation Ocean Somali Community Organisation	
Address for correspondence Concordia Community Enterprise Centre, Railway Arches, 420-421 Burdett Road, London. (CSO Will be moving to its own premises in August 2013)	
Postcode: E3 4AA Is this your home address? No	
Contact person: Mr Paul Butler	Position: Interim Director
Phone: 07710476351	Fax:
E-mail: paul@councilofsomaliorgs.com	
Website: www.councilofsomaliorgs.com	
Legal status of organisation: Limited by Guarantee 7405401	
If registered, please give charity number: Application submitted	
Year and month organisation established: 13 October 2010	

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) £100,000 over two years. Salary and associated costs, Business and Membership Development Manager 3 days and Research Development Officer 2 days to build capacity of Somali frontline organisation
How much funding is requested? Year 1: £50,000 Year 2: £50,000 Year 3: £0 Total: £100,000

3. Aims of your organisation

The relief of poverty and the improvement of the conditions of life in socially and economically disadvantaged Somali communities. To promote research into the conditions of life of Somali communities in the UK, identifying ways of providing charitable relief for them as well as publishing the results to the public. To advance public education particularly amongst policy-makers about the position of Somali communities and to improve the public perception of Somalis. To promote the development of stronger Somali communities with more active citizens, working together to integrate, meet their aspirations, prevent social exclusion and participate more fully in society. To campaign for change in policy and decisions where such change would support the charity's aims. To promote, organise and facilitate co-operation and partnership working between Somali voluntary and community organisations, other second tier organisations, statutory and other relevant bodies in the achievement of the above purposes within London and the UK.

4. Main activities of your organisation

Providing leadership and a collective voice for Somali communities. Championing the needs and views of the Somali Community Organisations across London at a strategic level. Providing a point of contact between Somali communities and local, regional and national government and other community development agencies. Partnership building, supporting collaboration between Somali voluntary and community organisations. Organisational capacity building and technical support, ensuring the co-ordination of support to front line organisations, identifying gaps and working with other second tier organisations to address them. Providing support to Somali community organisations, thereby enhancing communication within and between Somali community organisations and statutory agencies. A summary of our recent survey of CSO members in April 2013, requested the following areas of support from CSO in order to take them forward. As a result of this survey, the following priorities have now been approved by the board: 14% activities on partnership and collaboration; 14% fundraising/bid-writing/commissioning; 10% strategies for business development; 12% marketing and promotion, particularly in relation to promoting good practice; 10% advice on policy & governance issues.

5. Number of staff

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

6. How do you support your volunteers?

Volunteers are provided with a volunteer agreement which sets out their volunteering priorities, training & development needs and how we will support them. Up to 41% of our members have between 1- 10 volunteers and they also benefit from our services.

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 month notice

8. Finance

DRAFT

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

Financial year ended -

Month: March

Year: 2014

Income received from:	£
Voluntary income	72,180
Activities for generating funds	
Investment income	
Income from charitable activities	0
Other sources	0
Total Income	72,180

Expenditure:	£
Charitable activities	68,591
Governance costs	980.00
Cost of generating funds	
Other	0
Total Expenditure	69,571
(Deficit)/surplus for the year:	2,609

Asset position at year end	£
Fixed assets	
Investments	
Net current assets	2,609
Long-term liabilities	
*Total A	2,609

Reserves at year end	£
Endowment funds	
Restricted funds	2,609
Unrestricted funds	
*Total B	2,609

* 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: Oct	/ 2010	Ref: 10392	Grant received: £100,000	OR application rejected	<input type="checkbox"/>	
Month/Year: -	/ -	Ref:	Grant received: £0	OR application rejected	<input type="checkbox"/>	
Month/Year: -	/ -	Ref:	Grant received: £0	OR application rejected	<input type="checkbox"/>	

12. Previous funding received

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

	Year: 2010	Year: 2011	Year: 2012
(i) City Bridge Trust	0	50,000	31,250
(ii)	0	0	0
(iii)	0	0	0
(iv)	0	0	0
(v)	0	0	0
(vi)	0	0	0

13. Previous grants received

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

	Year: 2011	Year: 2012
Trust for London	0	50,000
	0	0
	0	0
	0	0
	0	0
	0	0

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

CSO is a tenant on a short term rental agreement and as such many of the facilities and office arrangements are already in place. However, we currently have the following measures to reduce our carbon footprint - waste paper is recycled throughout the office; Ink cartridges are also recycled; We have low emission lighting throughout the office; Cycling facilities are made available to staff and customers, there is limited access to parking for staff; China plates are available for staff and visitors, this therefore restricts the need for paper plates and plastic utensils; The staff of CSO are encouraged to use public transport for travelling throughout London; where possible all our documentation is kept electronically and finally we also print double sided documents where this is possible.

15. Purpose

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

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

Need for the Project: Currently CSO has up to 70 active members in the London region, but we partner with over 100 Somali organisations in London. In the first quarter of this year we conducted a thorough review of customer needs. We also engaged our key funders and other partner organisations, London Voluntary Services Council, London Funders and Black Training & Enterprise Group. The key findings from this review has informed both the operational priorities and the structure of the organisation moving forward from April 2013, and this is reflected in our proposal which has been approved by the CSO Board. We have established that 40% of our members have between 1-5 staff, and 41% of our members have between 1-10 volunteers working within their organisations, and therefore supporting operational activities. Only 2% have at least 10 paid staff, and 5% employ between 6-10 staff. In addition, 3% are unincorporated, 65% are registered charities and a further 26% classified themselves as Limited Companies. Our members were also asked about what support they needed from CSO. The key findings are summarised as follows: 14% needed help with fundraising/bid writing/commissioning; 14% required support with facilitating partnerships and collaboration. They all stressed that it was important for CSO to continue being proactive in bringing Somali organisations together, encouraging sharing as this would increase opportunities for shared learning, joint delivery and reduce duplication of effort.

How Will the Work Be Delivered: The CSO Board has created an enhanced business development role and a new post for a research and development officer. Each of these posts have clear operational targets within the context of the overall operational plan, and is overseen by the Director. Each member of staff will have a work programme which will be monitored monthly, in addition, the Director has an operational plan for the company which will be updated for the board.

What will project achieve in 2 years: 1) Deliver up to 75 business interventions, through action planning, mentoring, and 1 to 1 support. 2) Deliver up to 15 good practice events and/or workshops for members. 3) 90 beneficiaries receive information sessions on policy issues and funding. 4) Collaborative research papers on CSO key sectors, 4 per annum. 5) 6 good practice case studies per annum.

Why is CSO the right organisation to deliver the work: CSO is the only second tier, Somali led umbrella organisation operating across London. We have a strong and active membership, and we have developed substantial evidence of the needs of the Somali communities. The organisation has been in its infancy stage and has demonstrated sufficient strategic awareness and flexibility to redefine its structure and enhance its services. Our recent survey demonstrates that the organisation has a credible presence with key stakeholders, and most importantly is able to impact positively on the community we serve.

Trust's Principles of Good Practice: CSO encourages our members to provide feedback on all of our sessions, this feedback is summarised and a report provided to the board, with appropriate actions taken to improve service delivery. We also hold planning events with our service users, for example, we have a group of young people from five organisations across London that are informing the planning and content of a programme with Prevent London on Somali Youth and the Criminal Justice System in London. We will be utilising case studies of work with young people which will enable us to facilitate targeted work. The organisation has an equality and diversity policy, and our work embraces the notion that we must value differences and promote uniqueness. Our response to diversity is captured in our values which are to ensure fairness, inclusion, transparency and opportunity in all aspects of our work. We are creating a learning culture within the organisation and this has been led from the Board. The creation of the new research and development officer role, we feel, will greatly enhance our opportunities for knowledge exchange and sharing good practice within the sector. The priorities set out in our proposal, provides demonstrable evidence of shared learning both with the Somali community and wider, as necessary outcomes from our two years funding. CSO has implemented a range of measures to reduce our carbon footprint, this includes recycling, cycling options, encouraging the use of public transport in London, restricting parking options at work.

Job descriptions : 2 attached - Business and Membership Development Manager (3 days); and Research and Development Officer (2 days).

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

We currently have the following monitoring and evaluation processes in place:

Internal Monitoring Processes - staff work programmes; monthly review meetings for all staff with director; director review meetings with chair of CSO; we also have team updates minimum of twice a month; Self assessment reports; board monitoring reports , and project managers presenting to board on key projects.

External Monitoring Processes - Project plans with clear milestones; peer reviews and external/partnership project reviews. We have Workshops and course evaluation questionnaires, and we will also continue with customer surveys and roundtable feedback with other second tier organisations, partners and members as this has proved extremely useful.

An annual evaluation of services will be conducted and a report produced, highlighting outcomes/impact against targets, areas for improvement, good practice, lessons learnt and actions/priorities moving forward.

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? **120 organisations and 500 individuals**

What age group will benefit? **18 plus**

In which local authority is your organisation based?

Tower Hamlets, but it will be London Borough of Islington in August 2013

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

Somali communities across all London boroughs

At what address will the activity be located? **Events and activities will be run in different locations across London**

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

	%		%
White - British	0	Black - Caribbean	0
White - Irish	0	Black - African	80%
White - Other (please describe)	0	Black - Other (please describe)	10%
Asian - Indian	0	Black - British	10
Asian - Pakistani	0	Chinese	0
Asian - Bangladeshi	0		
Asian - Other (please describe)	0	Other (please describe)	0
Open to everyone			0

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

18. Funding required for the project

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

Expenditure heading	Year 1 £	Year 2 £	Year 3 £	Total £
Staffing costs inc. Empl NIC and Payroll	36,000	37,000	0	75,000
Rent	12,000	12,000	0	24,000
Recruitment costs	1,000	0	0	1,000
office costs	1,500	1,500	0	3,000
Telephone and Internet	2,500	2,500	0	5,000
Stationery & Postage	1,000	1,000	0	2,000
It Equipment	1,500	0	0	1,500
Research work	5,000	5,000	0	10,000
Travel costs	1,200	1,200	0	2,400
Independent examination	1,000	1,000	0	2,000
Training	2,000	2,000	0	4,000
Newsletter, letterhead	1,000	1,000	0	2,000
Seminars, workshops and events	4,000	4,000	0	8,000
Governance/Insurance	69,700	68,200	0	137,900

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

Source	Year 1 £	Year 2 £	Year 3 £	Total £
Trust for London (Further appl 10/2013)	50,000	0	0	50,000
	0	0	0	0
	0	0	0	0
	0	0	0	0
TOTAL	50,000	0	0	50,000

What other funders are currently considering the proposal?

Funders	£
Trust for London Agreed to submit 10/13	100,000
TOTAL	100,000

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 £
Business and Membership Development Mgr	19,440	19,828	0	39,268
Research and Development Officer	12,960	13,219	0	26,179
General overheads and admin costs	17,600	16,953	0	34,553
	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	50,000	50,000	0	100,000

20. Funding requested from the Trust (continued)

When will the funding be required? October 2013
Is the activity to continue beyond the period for which funding is requested? If so, how will it be resourced? Other grant applications being presented, to support other aspects of the overall strategy moving forward. Draft proposals and discussions with Trust for London (TFL), Lloyds Foundation, Reaching Communities. TFL has recommended that we submit in October as current grant ends in March 2014.
If any planning or other statutory consents are required for the project to proceed, what stage have the applications reached? Not applicable

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: Helal Uddin Abbas (Grants Manager)
Organisation: Trust for London
Address: 6 Middleton Street London EC1 7PH
Tel: 02076066145
E-mail: Abbas@trustforlondon.org.uk

Declaration on behalf of applicant organisation

I, **Paul Butler** (your name)

am an authorised representative of

Council of Somali Organisations (your organisation)

within which I am **Interim Director** (your position)

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

Signature



Date **4th July 2013**

How your information will be used by the Trust

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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

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Return the completed form to:

The City Bridge Trust

City of London

PO Box 270

Guildhall

London EC2P 2EJ

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MEETING 13/03/2014

Ref: 12123

ASSESSMENT CATEGORY - Improving London's Environment

Epping Forest Charitable Trust

Adv: Jenny Field

Amount requested: £1,497,000

Base: City

Benefit: Several London boroughs

Amount recommended: £388,000

Purpose of grant request: Educate and involve Londoners in protecting and conserving the trees and ecosystems of Epping Forest and Hampstead Heath.

Background

This application has been made by Epping Forest in partnership with Hampstead Heath. The Mayor, Commonality and Citizens of the City of London is the corporate trustee of both charities. It requests funding over three years to enable Epping Forest and Hampstead Heath to deliver an education and volunteering programme designed to increase Londoners' knowledge and understanding of the green environment and biodiversity; and to maintain and enhance the biodiversity of London.

Funding History

In April 2011, you approved a grant of £3,000,000 over 3 years (3 x £1,000,000) towards a wide programme of environmental education and biodiversity activities within open spaces across London, subject to the approval of the Court of Common Council, which was granted in June 2011. The applicant body on that occasion was Hampstead Heath Charitable Trust on behalf the charities Epping Forest, West Ham Park and of Highgate Woods and Queen's Park Kilburn. The grant was to support the environmental education work and to maintain and enhance London's biodiversity of those open spaces. It is due to end at the end of March 2014.

The grant was awarded from income of £5 m from Bridge House Estates that the Policy and Resources Committee in July 2010 determined was surplus to bridge requirements and therefore could be transferred to the CBT budget in order to "...supplement the grant-making capability of the City Bridge Trust.". The grant was awarded under the criteria of your previous Working with Londoner's programme, *London's Environment*.

Reporting on the work undertaken has been of a consistently high standard and has enabled the open spaces concerned to undertake a wide range of work that has either delivered environmental education to London's communities, or has maintained and enhanced London's biodiversity, in line with the criteria of the funding programme.

By the time of submitting the application before you today, the previous grant had enabled 30,000 students and 3,000 teachers to participate in environmental education sessions. Much of the funded work has focused on outreach to disadvantaged and hard to reach communities by targeting schools in areas of particular disadvantage. Outreach work has also taken place to target new and

traditionally hard to reach communities, for example, engagement with primary-aged children from one of the estates in Hackney that were most affected by the 2011 riots in London; and outreach through Euston Time Bank Homework Club.

A plethora of volunteering opportunities has been made available that enable communities to engage with the environment, ranging from meadow mowing, restoration of heathland habitats, species surveys and tree wardens.

Overall, the work funded has engaged many thousands of Londoners at a number of levels. For example, events for families at Epping Forest, including special events for children with special needs, have reached an estimated 12,000 people in the past year. The four visitor centres at Epping Forest saw an increase in visitor numbers of 37% compared with the previous year, with 87,953 visits being made. Informal outreach has made local families more aware of the adventure playground at Hampstead Heath with a 7% increase in over 12s using the site last year (12,474 visits).

Current Application

You are asked to support Epping Forest and Hampstead Heath's education and volunteering programmes. It is proposed to continue to target the education programme at areas of disadvantage as these children usually have least access to environmental education in green areas. Your continued support will enable new schools to be targeted in the thirteen boroughs with areas of deprivation near to Epping Forest and Hampstead Heath. Where the previous outreach programme had focused on children and families, it is proposed to broaden this out to general visitors with the aim of developing volunteering opportunities for adults that will increase their knowledge of the green environment and biodiversity. Volunteers will also be given the opportunity to work alongside paid staff and engage in activities such as species identification that will maintain and enhance biodiversity in London.

A detailed breakdown of the proposed activities for Year 1 has been provided to complement the application form. This includes working in partnership with LB Camden's youth services to enable cohorts of four young people on reparation orders to learn valuable conservation skills; engaging volunteer tree wardens to identify signs of stress in trees and vegetation in Epping Forest; developing the Kenwood Education Centre to pilot a programme with 200 schoolchildren; education sessions for primary and secondary schools that will bring at least 4,000 pupils and students to Epping Forest; a series of learning events to reach new visitors with the aim of attracting approximately 500 people; evening courses on the historical and ecological importance of Epping Forest; and health walks and park runs from Epping forest.

The workplan also breaks down plans to involve volunteers in the maintenance and enhancement of the biodiversity of these open spaces through species identification and monitoring activities. This includes developing volunteers' skills to identify and remove non-native species, and how to recognise and remove problematic native species and the importance of this to habitat management; training volunteers in species identification and monitoring, such as stag beetles and grass snake populations; involving volunteers in the photographic monitoring of vegetation tracts to measure the impact of grazing and wood-pasture restoration work; and in species

monitoring as a means of measuring the wider impacts of conservation management, grazing re-establishment and environmental conditions each year.

Financial Observations

As this is a partnership bid between Epping Forest and Hampstead Heath, with Epping Forest acting as the lead applicant, financial observations are provided for both charities.

Epping Forest Charity:

Audited accounts for the financial year ended 31st March 2013 show a break-even position on operating activities. Designated funds increased by £663,203 during the year due to the receipt of grant funding from the Heritage Lottery Fund, Essex County Council and the Metropolitan Police towards the restoration and development of heritage assets at Epping Forest and towards works at Jubilee Pond. Restricted funds reduced during the year by £101,083 due to the spending of monies, received in prior years, on the Epping Forest Branching Out Project and education and biodiversity services. A net gain on investment assets of £1,081 contributed to an overall increase in funds of £563,201.

The charity does not hold any free unrestricted general reserves due to its operating activities being supported each year by investment income and grant funding, largely from the City of London Corporation. However, at the 31 March 2013 the charity held £29,035 in restricted funds and £1,057,735 in free designated funds towards the costs of several projects and activities, such as £538,804 towards the purchase, construction or repair of buildings or the purchase of land, £193,851 towards the EF Branching Out Project and £194,400 towards works to Jubilee Pond on Wanstead Flats.

Expenditure of £6.5m has been approved for 2013/14 and £6.8m in 2014/15.

Hampstead Heath Charity:

Audited accounts for the financial year ended 31st March 2013 show an overall deficit of £173,634 (2.1% of turnover), comprising £136,966 on unrestricted funds and £36,668 on restricted funds. A net gain on investments of £3,447,270, contributed to an overall increase in funds of £3,273,636.

At 31st March 2013 free unrestricted reserves stood at £64,402 equating to approximately 3 days' worth of total expenditure. However, the reserves policy of the charity is that the original endowment of £15m provided by the London residuary Body (now worth £26.5m) should be preserved in real terms and produce income to cover a proportion of the running costs of Hampstead Heath; the endowment fund provided income of £1,146,583 during the year 2012/13, equivalent to 1.7 months' worth of operating expenditure. The balance of expenditure each year is met from donations, sales, fees, charges, rents, external contributions and grants, largely provided by the City of London Corporation.

Expenditure of £8.2m has been approved for 2013/14 and £8.7m in 2014/15.

Officer's Appraisal

Funding has been requested for three years. However, as you will be aware, there are currently corporate financial Service Level Reviews underway. These are due to report to the Members of the Court in June 2014. Officers are of the view, therefore, that should you agree funding for Epping Forest and Hampstead Heath today, this should be for one year only to enable it to continue its educational and volunteering activities until the outcomes of the Reviews are implemented in 2015/16.

When you awarded the grant on the previous occasion, due to the unusual circumstances of the application (being made by the City Corporation in its capacity as the trustee of Hampstead Heath) advice was sought from Leading Counsel. He advised that it would "very rarely, if ever, be a proper exercise of the Trustee's discretion to apply income of the [BHE] Charity in a manner which relieved the City Corporation of an obligation which it was legally subject, whether by statute, by contract or otherwise, even if the purpose for which it was applied would in other circumstances be regarded as charitable."

Leading Counsel advised that it would therefore not be proper for the Trustee to apply any part of the income of BHE to meet the City Corporation's duties towards the open spaces, which broadly could be categorised as protecting and preserving them for the benefit of the public. Leading Counsel advised, however, that CBT could properly consider making a grant towards the expense of carrying out environmental and educational projects which take place in the Forest or on the Heath; particularly as, on that occasion, the funding was coming from additional budgetary provision from surplus income of Bridge House Estates and would not, therefore, prejudice the policy which had been formulated for the majority of applications.

Officers are of the view that most of the proposed activities meet the funding outcomes of your new Investing in Londoners programme, *London's Environment*, specifically:

- more Londoners with a greater knowledge and understanding of the green environment and biodiversity
- more Londoners reporting improved well-being through greater use of open spaces and through growing and greening initiatives.

However, on the evidence that officers have seen and carefully assessed in support of this application, some of the proposed activities do not appear to extend beyond the City Corporation's duties to preserve and protect these open spaces or do not fall within the scope of the Investing in Londoner's programme. These costs have therefore, been extracted from the level of grant recommended.

Recommendation

£388,000 over one year towards Epping Forest and Hampstead Heath's volunteering programmes which will increase Londoners' skills, knowledge and understanding of the green environment and biodiversity.

The City Bridge Trust

Investing In Londoners: Application for a grant



About your organisation

Name of your organisation: Epping Forest Charitable Trust	
If your organisation is part of a larger organisation, what is its name? Open Spaces, City of London	
In which London Borough is your organisation based? City	
Contact person: Mrs Jennifer Allott	Position: Departmental Business Manager
Website: http://www.cityoflondon.gov.uk/openspaces	
Legal status of organisation: Registered Charity	Charity, Charitable Incorporated Company or company number: 232990
When was your organisation established? 01/06/1878	
Aims of your organisation: This application is made by Epping Forest Charitable Trust in partnership with Hampstead Heath Charitable trust. Both charities are governed by separate acts of parliament which outline the statutory obligations regarding the land. The aims of the Open Spaces department, which administers the charities, are to: 1) Provide safe high quality accessible open spaces and services in accordance with nationally recognised standards for the benefit of London and the nation. 2) Celebrate a sense of place by involving communities in the care and management of our sites. 3) Adopt sustainable working practices, promote the variety of life and protect the Open Spaces for the enjoyment of future generations. 4) Promote opportunities to use and enjoy the outdoor environment for recreation, health, learning and inclusion and ensure the value of the open spaces is recognised. 5) Manage, develop and empower and capable and motivated workforce to achieve high standards of safety and performance.	
Main activities of your organisation: The City of London manages over 11,000 acres of Open Spaces in and around London for the recreation and enjoyment of the public. These are breathing spaces for our communities, London's important natural habitats and rare species. In this application we are focusing on the activities of two charitable trusts, Epping Forest, which has for centuries been a place of work and play for the communities of north and east London and Hampstead Heath, an iconic open space for the capital.	

Number of staff

Full-time:	Part-time:	Management committee members:	Active volunteers:
188	35	35	1,000

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?
Owned	

Grant Request

Details of grant request

Under which of City Bridge Trust's programmes are you applying? Improving London's Environment
Which of the programme outcome(s) does your application aim to achieve? More Londoners with a greater knowledge and understanding of the 'green' environment and biodiversity More people reporting improved wellbeing through greater use of open spaces and through growing and greening initiatives
Please describe the purpose of your funding request in one sentence. Educate and involve Londoners in protecting and conserving the trees and ecosystems of Epping Forest and Hampstead Heath.
When will the funding be required? 01/04/2014
How much funding are you requesting? Year 1: £489,000 Year 2: £499,000 Year 3: £509,000 Total: £1,497,000
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? Both charities intend to continue volunteering and educational programmes beyond the time frame of the grant application, although specific activities are planned only for the three year period of the bid. It is intended that a funding strategy for these activities is developed which will investigate the funding options for these programmes.
If you need any planning or other statutory consents for the project to proceed, what stage have the applications reached? None required.

Summary of grant request

The purpose of our project is to encourage Londoners to deeply engage in two open spaces: Hampstead Heath and Epping Forest. The project aims to deliver CBT's environment programme aims by delivering a diverse range of educational and volunteering projects relating to the ecosystems and trees of the sites. While we have a statutory duty to protect the sites and promote biodiversity, we do not have a statutory duty to educate people about the importance of the sites or involve people in our conservation work. This project seeks to support activities which go beyond our statutory duties.

Our project is led by the Epping Forest Charitable Trust, but is delivered in partnership with the Hampstead Heath Charitable Trust. The theme of the bid is Healthy Trees, Healthy Ecosystems and Healthy Londoners. These themes will each be delivered across the two sites with activities planned to best suit the unique features of the sites.

There are three mechanisms by which our activities will achieve CBT's aims. The first are educational activities which provide opportunities for a wide range of people to learn at our sites. We will also focus some of activities on developing our educational programme and facilities. The second mechanism involves volunteering opportunities, where individuals can deepen their understanding through participating in conservation or monitoring activities. The third mechanism involves building a richer picture of the ecosystems of our sites for the benefits of current and future visitors through surveys and monitoring.

Healthy Trees

This strand of work uses all three mechanisms. Firstly there are activities which build up a picture of the health of trees, including veteran trees of national importance. Both sites will support the Open Air Laboratories Tree Health Survey, which seeks to encourage people to participate in science. The survey takes place between May and September and aims to train members of the public in how to survey trees and encourage people to report on tree health across the country. We would deliver training and seek to maximise participation at our sites. Other elements of the work include surveying trees for disease and to develop the Veteran Tree Register. We would also develop an education session focused on trees, which would be delivered to primary school children from communities around Hampstead Heath.

Health Ecosystems

This strand of work focuses on involving volunteers in work to protect and enhance biodiversity at our sites. Volunteers will receive intensive training from ecologists so that they become competent in conducting species surveys or management techniques such as clearing invasive species. These volunteering opportunities are of great value to young people who wish to build careers in ecology or land management. We will offer a range of opportunities which will allow volunteers to focus on their areas of interest -- for example carrying our grass snake population monitoring or conducting a census of the orchid population.

Health Londoners

This strand of work primarily consists of formal learning activities. At Hampstead Heath these focus on environmental education and expanding and developing our work with local primary and secondary schools. We will also pilot in the first year of the project a partnership with Camden Youth Services for young offenders to carry out reparation projects at Hampstead Heath, allowing them to gain useful conservation and land management skills through the scheme. This work would be expanded in the second and third years of the project. At Epping Forest educational activities are focused on improving wellbeing and encourage new people to visit the Forest, as well as formal learning sessions focused on the history of the site.

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.

New educational sessions delivered to more school children

A wider range of educational activities for all ages

New volunteer opportunities in active conservation and surveying work

Increased understanding of management aims through volunteer opportunities

Activities to encourage new visitors and volunteers to the sites

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.

Increase the number of school children accessing educational activities at Hampstead Heath and Epping Forest

Develop and broaden our range of education activities at Hampstead Heath and Epping Forest

Improve the understanding of volunteers of conservation aims and activities at Hampstead Heath and Epping Forest

Involve volunteers in a broader range of activities at Hampstead Heath and Epping Forest

Improve understanding of biodiversity at Hampstead Heath and Epping Forest through monitoring and surveying

Who will benefit?

About your beneficiaries

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

18,700,000

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

Waltham Forest (35%)

Redbridge (35%)

Camden (20%)

Barnet (10%)

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
Healthy Trees	128,000	180,500	173,000	481,500
Healthy Ecosystems	176,000	146,000	165,000	487,000
Healthy Londoners	185,000	172,500	171,000	528,500
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0

TOTAL:	489,000	499,000	509,000	1,497,00
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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
Healthy Trees	128,000	180,500	173,000	481,500
Healthy Ecosystems	176,000	146,000	165,000	487,000
Healthy Londoners	185,000	172,500	171,000	528,500
	0	0	0	0
	0	0	0	0
	0	0	0	0

TOTAL:	489,000	499,000	509,000	1,497,00
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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	1,642,998
Activities for generating funds	0
Investment income	15,803
Income from charitable activities	729,268
Other sources	4,622,644
Total Income:	7,010,713

Expenditure:	£
Charitable activities	6,056,082
Governance costs	392,511
Cost of generating funds	0
Other	0
Total Expenditure:	6,448,593
Net (deficit)/surplus:	562,120
Other Recognised Gains/(Losses):	1,081
Net Movement in Funds:	563,201

Asset position at year end	£
Fixed assets	5,427,202
Investments	1,575,474
Net current assets	1,086,770
Long-term liabilities	42,750
*Total Assets (A):	6,471,222

Reserves at year end	£
Endowment funds	0
Restricted funds	29,035
Unrestricted funds	6,442,187
*Total Reserves (B):	6,471,222

*** 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:

No significant changes have occurred to the structure, financial position or core activities of either the Hampstead Heath Charitable Trust or the Epping Forest Charitable Trust.

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)	5,804,677	4,313,121	4,622,644
London Local Authorities	0	0	0
London Councils	0	0	0
Health Authorities	0	0	0
Central Government departments	309,158	439,686	303,079
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 £
Heritage Lottery Fund	840,000	1,994,764	825,237	
Football Foundation	34,532	12,946	11,375	
Tubney Trust	66,238	0	0	
	0	0	0	
	0	0	0	

Declaration

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

Please confirm: Yes Full Name: **Jennifer Allott**

Role within **Departmental Business Manager**
 Organisation:

MEETING: 13/03/2014

Ref: 12056

ASSESSMENT CATEGORY - Making London More Inclusive

SHARE Community

Adv: Ciaran Rafferty

Amount requested: £129,282

Base: Wandsworth

Benefit: Several SW London

Amount recommended: £130,000

Purpose of grant request: Enabling people with learning disabilities to "go anywhere, do anything", making the most of London arts, sports, and leisure opportunities for health and wellbeing.

Background

SHARE Community helps learning disabled people across London to reach their potential and achieve their life goals through training, education, employment guidance and personal development. It was established over 40 years ago and, with an annual turnover in the region of £700,000, offers a wide range of training courses and opportunities for disabled people to live more independently and meaningfully within their communities. Currently there are over 100 students registered and attending regularly. As well as its main base close to Clapham Junction it also runs a horticultural project in the grounds of Springfield Hospital in Tooting. The organisation has developed trading/ social enterprise activities in recent years and now operates a successful catering arm as well as the horticulture scheme.

Funding History

You have funded SHARE (an acronym for Self Help Association for Rehabilitation and Employment) on two previous occasions. The first time, in 1997, you awarded £191,232 towards the capital costs of making their premises more accessible (works which are still evident and very valuable); and in 2000 you awarded £93,500 over three years for work supporting independent living. This grant was satisfactorily monitored.

Current Application

SHARE aims to provide for and support the individual both in their employment leisure and their leisure/social needs, with this application focusing on the latter. The aim is to provide individual and group support to enable people to choose and plan their participation in arts, sports and leisure activities. The need for this type of project arose from a survey of the organisation's clients where they were asked, for example, "*What would you do if you had the right help to do it?*" Responses included joining a Tai Chi class; going to the cinema; joining a gym. As much as anything, however, they wanted to be able to organise things for themselves – so that they could gain self-confidence and practical skills.

The delivery model would centre on recruiting and training volunteer support workers who would provide individual support where it was needed (and for many it always will be needed, to a greater or lesser degree); as well as a development worker who

would co-ordinate the groups and help them organise and arrange outings and events – all the while aiming to increase their skills in these aspects. Within the overall proposal and costings, therefore, funds are sought to pay for part of an existing post of HR Administrator (to manage the volunteer programme) and a new, part-time, post of Development Worker. Other costs requested are for the delivery of the activities programmes as well as external evaluation of the scheme throughout the period of the grant – which will help shape the project through its progression as well as provide valuable impact-analysis for its longer term sustainability.

Financial Observations

Accounts for the year ended 31st March 2013 shows a surplus of £11,255 (1.6% of turnover), comprising £9,777 on unrestricted funds and £1,478 on restricted funds.

The reserves policy states that the organisation has a free unrestricted reserves target holding of £185,932, which equates to 2.7 months' worth of 2014/15 expenditure. At 31st March 2013 free unrestricted reserves stood at £80,166, which equates to 1.2 months' worth of 2014/15 expenditure.

The current year forecast to 31 March 2014 shows a surplus of £291 on unrestricted funds. Total income is projected to be £701,253, of which £516,436 (73.6%) has been confirmed as at December 2013.

The budget for 2014/15 shows a surplus of £22,801 (2.6% of turnover) on unrestricted funds. Total income is anticipated to be £867,629, of which £88,766 (10.2%) has been confirmed as at 29th January 2014; £662,769 is expected from regular trading income, with £106,094 to be raised from grant applications including £43,094 from this application to CBT.

Officer's Appraisal

For many years SHARE Community has been a consistent and valued provider of training and support to people with learning difficulties. It has extensive experience of involving service users in its planning and delivery of services and, as a result, knows what is needed and how. The organisation has highly-developed systems for recruiting, supporting and deploying volunteers and is able to strike a balance between offering people support and ensuring that they have the opportunity to do more for themselves.

Recommendation

£130,000 over three years (£43,000; £43,000; £44,000) towards the salaries of a p/t (17.5 hpw) Development Worker and 17.5 hpw of the HR Administrator, plus running costs of the "Go anywhere, do anything" Project.

The City Bridge Trust

Investing In Londoners: Application for a grant



About your organisation

Name of your organisation: SHARE Community	
If your organisation is part of a larger organisation, what is its name?	
In which London Borough is your organisation based? Wandsworth	
Contact person: Ms Annie McDowall	Position: Chief Executive
Website: http://www.sharecommunity.org.uk	
Legal status of organisation: Registered Charity	Charity, Charitable Incorporated Company or company number: 264894
When was your organisation established? 11/09/1972	
Aims of your organisation: The object for which the SHARE Community is established is "to assist persons of any nationality who are suffering from any form of disablement." Our Mission is to help disabled people across London to reach their potential and achieve their life goals through training, education, employment guidance and personal development. Our Vision is for open and equal access to excellent employment, education, and personal development opportunities for disabled people everywhere. Focusing on ability and people's potential is at the heart of our Values. We believe that everyone is of equal value and has something to offer others. We believe in equal access for all.	
Main activities of your organisation: SHARE Community provides training, educational, employment, and personal development programmes for disabled people, including those with long term health conditions, mental health needs, or learning difficulties. We have been making a difference within our community of South West London for forty years. Based within the London Borough of Wandsworth, our programmes include life skills and independent living; basic skills; information technology and computing; horticulture; Getting Ready for Work (GRoW); food hygiene and catering; arts and crafts; and a specialist employment project for people recovering from severe mental ill health. Our horticultural social enterprise, Share Gardening, is developing well. Our new catering enterprise is proving popular with our students and customers. Partnership working includes working with Viridian Housing and Happy Computers to provide computer training to isolated deaf people; linking with Wheels for Wellbeing; and being an active participant in the LSO's community programme. We are about to launch a gardening project with Deaf Viridian residents who have mental health needs.	

Number of staff

Full-time:	Part-time:	Management committee members:	Active volunteers:
9	11	13	20

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?
Owned	

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.
Getting started: We try not to be wasteful and have introduced some simple 'green actions'.

Grant Request

Details of grant request

Under which of City Bridge Trust's programmes are you applying? Making London More Inclusive
Which of the programme outcome(s) does your application aim to achieve? Disabled people actively taking part in the arts or sport Disabled people reporting increased well-being as a result of taking part in the arts or sport
Please describe the purpose of your funding request in one sentence. Enabling people with learning disabilities to "go anywhere, do anything", making the most of London arts, sports, and leisure opportunities for health and wellbeing.
When will the funding be required? 03/02/2014
How much funding are you requesting? Year 1: £42,733 Year 2: £42,906 Year 3: £43,643 Total: £129,282
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 think that this project will lead to the growth of similar opportunities that will be funded through personal social care budgets, further grants, and corporate support. The group may well want to become self-sustaining, applying for funding in its own right and creating a genuinely user-led organisation.
If you need any planning or other statutory consents for the project to proceed, what stage have the applications reached? N/A

Summary of grant request

This project will enable people with learning difficulties in Wandsworth to choose and plan inclusive arts, sports and leisure activities that will lead to them enjoying more independent and fulfilled lives and making the most of living in London. SHARE works with disabled adults who are aiming to live more independently, preparing for employment, seeking greater inclusion and leisure opportunities, or a mixture of all of these. 88% of our students live in the London Borough of Wandsworth. Our students with learning disabilities tell us that they want support to do more in the community. Responses to the question, what would you do if you had the right help to do it, included joining a Tai Chi class; going to parties; going to the cinema; concerts; joining a gym; going on holiday; going out for a curry. They want to organise things for themselves, with some help from staff and volunteers. We know from work done by organisations elsewhere in the country that when people are able to organise community-based activities they grow in confidence and wellbeing. A great example is the Stay Up Late project in Sussex: <http://stayuplate.org/>. At SHARE, we've had some wonderful evenings out, for example going to the Beautiful Octopus Club when it's at the Royal Festival Hall. People had an enjoyable time, and it was also a learning opportunity. The problem is that we don't currently have the staffing or bank of volunteers that would make this an everyday possibility. But our students are clear: they want more. This project will support SHARE students, friends, and other learning disabled people in the community to organise and take part in inclusive sports, arts, and fun activities. As well as providing recreation, it will contribute towards preparing people for more independent living by building confidence, awareness of personal safety issues, budgeting skills, self-advocacy, and self-management. It augments the community mapping project that's part of our website development, funded by Awards for All.

We will recruit a part-time development worker, who will service a working party of disabled people and help them to make arrangements for outings and events. We will recruit and train a team of volunteers with a wide range of interests who will accompany people with learning disabilities to events and activities that they both enjoy. We will employ a volunteer officer to manage the recruitment, development, and matching of volunteers to students. The students will form an action group and will meet at least fortnightly to plan activities. We anticipate that there will be at least one group activity taking place each week by the end of the first year. We anticipate that individuals will team up with volunteers to follow their own particular interests.

We will recruit and support up to 20 volunteers, all of whom must be screened and checked. Twenty people with learning disabilities will be involved in the first year, rising to 40 by year 3. There will be a minimum of 20 activities in the first year, rising to 35 in year 2 and 45 in year 3. We will compile video and photographic records as well as feedback from those taking part in the events. We will commission a formal evaluation.

This work promotes social inclusion and individual wellbeing, furthering City Bridge Trust's aims by resulting in more disabled people actively taking part in arts or sport; disabled people managing the project; disabled people reporting enhanced wellbeing; and disabled people being supported to live more independently.

We are an Investor In People (Bronze); we have strong governance; and we score highly in our staff, volunteer, and student surveys.

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.

Co-ordination and facilitation of a user-led "Go anywhere, do anything" working group. First step is to recruit the development worker, with user involvement from the start. The working group will meet every week. There will be 20 meetings in the first year (allowing for set-up, breaks and holidays)

Recruitment, development and matching of 20 volunteers to user groups and individuals. Volunteers to be DBS screened and references taken; activity with potential project users is part of the interviewing process; training includes making activities accessible, introduction to self-advocacy, and supporting people with autism.

20 people with learning disabilities take part in 20 outings related to arts, sports and leisure to run over the course of the first year. 35 to be run in year 2 with 30 participants. 45 to be run in year 3 with 40 participants.

Individuals and volunteers are matched for shared interests, and as a result, 20 individuals in the first year, 25 in second year, and 35 in third year, take part in community arts and sports events, accompanied by a volunteer with the same interest.

Evaluation of the project to promote best practice. Report is disseminated and shared through the British Institute for Learning Disability and local forums.

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

People with learning difficulties are more confident in accessing mainstream arts, sports and leisure events. They're able to manage social situations, navigate the transport system, and take part on an equal basis.

People with learning difficulties lead normal lives, enjoying what London has to offer at the same times and venues as everyone else, and with the lack of constraints such as getting home early.

People with learning difficulties report feeling fitter and happier as a result of their activities on the project. Where appropriate, people's health can be demonstrated to have improved - eg those seeking to lose weight through exercise; people experiencing depression.

People with learning difficulties are able to follow and develop their interests through buddy relationships with others who share their interest. As a result, they feel valued and benefit from companionship.

The learning from this project will help other projects around the country and result in more people with learning disabilities leading independent and inclusive lives.

Who will benefit?

About your beneficiaries

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

40

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

Several SW London (100%)

What age group(s) will benefit?

16-24

25-44

45-64

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?

91-100%

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 costs	27,348	27,895	28,453	83,696
Volunteer expenses	3,000	3,060	3,121	9,181
Activity costs	2,500	2,550	2,601	7,651
Staff and volunteer training	2,000	1,500	1,500	5,000
Marketing and publicity	1,500	1,500	1,000	4,000
Travel	1,000	1,000	1,000	3,000
Evaluation	1,500	1,500	2,000	5,000
Management and overheads	3,885	3,901	3,968	11,754
	0	0	0	0

TOTAL:	42,733	42,906	43,643	129,282
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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

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

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
Staff costs	27,448	27,895	28,453	83,696
Volunteer expenses	3,000	3,060	3,121	9,181
Activity costs	2,500	2,550	2,601	7,651
Staff and volunteer training	2,000	1,500	1,500	5,000
Marketing and publicity	1,500	1,500	1,000	4,000
Travel	1,000	1,000	1,000	3,000
Evaluation	1,500	1,500	2,000	5,000
Management and overheads	3,885	3,901	3,968	11,754
	0	0	0	0

TOTAL:	42,733	42,906	43,643	129,282
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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	28,993
Activities for generating funds	31,690
Investment income	468
Income from charitable activities	640,891
Other sources	0
Total Income:	702,042

Expenditure:	£
Charitable activities	619,322
Governance costs	39,837
Cost of generating funds	31,628
Other	0
Total Expenditure:	690,787
Net (deficit)/surplus:	11,255
Other Recognised Gains/(Losses):	0
Net Movement in Funds:	11,255

Asset position at year end	£
Fixed assets	1,624,901
Investments	0
Net current assets	80,166
Long-term liabilities	1,131,579
*Total Assets (A):	573,488

Reserves at year end	£
Endowment funds	0
Restricted funds	0
Unrestricted funds	573,488
*Total Reserves (B):	573,488

* 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?
81-90%

Organisational changes

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

Continued development of our social enterprises will have a longer term positive effect on our service delivery and sustainability. We have a new interim Chair who is fully expected to be elected Chair after our December AGM. Bill Morgan is a Price Waterhouse Coopers partner, strong on governance and strategy, bringing a fresh approach to leadership. Funding is a challenge because of public spending cuts.

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	141,019	113,260	108,751
London Councils	101,366	14,771	0
Health Authorities	0	0	0
Central Government departments	0	0	65,377
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 £
Henry Smith Charities	0	46,400	0
Thomas J Horne	5,000	5,000	5,000
Ian Karten Charitable Trust	24,427	3,040	2,620
Lloyds TSB	0	14,333	10,000
Wolfson Trust	0	20,000	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: **Annie McDowall**

Role within **Chief Executive**

Organisation:

MEETING: 13/03/2014

Ref: 12046

ASSESSMENT CATEGORY - Making London Safer

Bede House Association

Adv: Jemma Grieve Combes

Base: Southwark

Amount requested: £87,365

Benefit: Southwark

Amount recommended: £88,000

Purpose of grant request: For the Bede Starfish Project to develop peer support and one to one techniques to empower survivors of domestic violence to break free from abuse.

Background

Bede House was founded as a Settlement in 1938 to work alongside poor families in Bermondsey and Rotherhithe. Today, despite increasing prosperity along the riverfront, the local neighbourhood is still amongst the 10% most deprived in the country. Bede believes that everyone should be able to play their part in building strong confident communities. However, factors such as financial hardship, disability, isolation and fear of violence may present barriers that hold people back. Through its work Bede aims to empower people to fulfil their potential and play a full role in community life. To do this it currently runs four main programmes: Bede Learning Disabilities' Project which provides volunteering, employment, training, social and educational services for adults who have a learning disability; Bede Youth Adventure Project which runs youth clubs and street based activities and education programmes for young people from low income families; practical support for local volunteers working to build stronger communities; and the Bede Starfish Project for those experiencing hate crime or domestic violence – the focus of this application.

Funding History

You have funded Bede House several times before, most recently in 2007 for £65k over three years towards 'Inside Outside', a handyperson service for isolated older people provided by volunteers with learning disabilities; and in 2003 for £65k over three years for the salary and running costs of a Training Café for people with learning disabilities. Both grants returned good monitoring information and your officer was able to see Bede's Learning Disabilities project in action, including the training café, as part of the assessment visit.

Current Application

Bede's Starfish Project supports survivors of domestic violence who are not able to access mainstream services due to complex needs such as: no recourse to public funds; mental health needs; and ESOL needs. This year 144 women have been supported by the project. The project takes a creative, person-centred approach and staff will meet clients wherever it is safe to do so. The focus is not just on immediate safety concerns but on providing support for women to regain confidence and avoid future abusive relationships. There are three main elements to the project: In the first instance 121 support is provided to all women to understand what help they would like and to make a safety plan. Support could involve arranging refuge or temporary accommodation; speaking to housing officers; support through criminal and legal procedures; attending meetings with social services; and counselling.

Secondly, two peer support groups are facilitated by Bede's Domestic Violence Manager. Each runs for 12 weeks three times a year. The Freedom Programme is a nationally recognised programme which aims to help women break the cycle of abuse. Women can then move onto the more informal Survivors Group which covers discussion topics such as the effects of domestic violence on children and legal advice alongside activities to build self-esteem such as yoga, self-defence and creative arts. Finally, Bede would like to introduce a new peer mentoring service for women who want to 'give back' to the project. It has developed a training programme, which over time it hopes will become accredited. Mentors would be provided with regular access to supervision and counselling. This will particularly help women in school holiday times when the peer support groups are not running.

Financial Observations

Audited accounts for the year ended 31st March 2013 show a deficit of £51,926 (4.7% of a turnover of £1,100,196), comprising a deficit of £60,632 on restricted funds and a surplus of £8,706 on unrestricted funds.

The reserves policy states that the organisation aims to hold free unrestricted reserves equivalent to between one and three months' worth of projected expenditure, which based on 2014/15 budgeted expenditure equates to between £106,953 and £320,860. At 31st March 2013 free unrestricted reserves stood at £357,597 which is equivalent to 3.3 months' worth of 2014/15 budgeted expenditure.

The forecast for the current year to 31st March 2014 shows total income of £1,241,128, all of which is confirmed. After expenditure of £1,282,176, the organisation anticipates a deficit of £41,047 (3.3% of turnover) all of which is on unrestricted funds. The budget for 2014/15 shows anticipated income of £1,264,788, of which £1,039,365 (82.2%) is confirmed. After expenditure of £1,283,440 a deficit of £18,652 (1.5% of turnover) is expected, comprising £13,576 on unrestricted funds and £5,076 on restricted funds.

Officer's Appraisal

Bede has been providing domestic violence support for over 11 years and has an impressive track record. In 2012/13 the project worked with 73 clients. 60 completed the Freedom and Survivor's Group programmes and all were free from abuse at least six months afterwards. The project's creative approach means that staff can meet women in places such as doctor's surgeries or dentists when they might otherwise not be able to attend meetings.

The organisation has applied to you for a three-year grant equivalent, per year, to just under a third of the total Starfish domestic violence budget. Funding bids for the remainder are currently under consideration with other funders and trustees have recourse to designated reserves towards the project if required.

Recommendation

£88k over three years (£29k; £29k; £30k) towards the salary of the Manager (11hrs/week) and Assistant Case Worker (11hrs/week), and running costs of the Starfish domestic violence project subject to the necessary balance being raised in year 2 and 3 to make the project viable.

The City Bridge Trust

Investing In Londoners: Application for a grant



About your organisation

Name of your organisation: Bede House Association	
If your organisation is part of a larger organisation, what is its name?	
In which London Borough is your organisation based? Southwark	
Contact person: Mr. Nick Dunne	Position: Director
Website: http://www.bedehouse.org.uk	
Legal status of organisation: Registered Charity	Charity, Charitable Incorporated Company or company number: 303199
When was your organisation established? 01/01/1938	
<p>Aims of your organisation:</p> <p>At Bede, we believe strong, confident communities enable people to flourish and that everyone has a part to play in building them. However, here in Southwark, there are many who cannot play as full a part as they would wish. Financial hardship, disability, isolation, or fear of violence at home or on the streets can hold people back and prevent them from fulfilling their potential. Since 1938, Bede has been working from our base in Bermondsey and Rotherhithe to support local people in creating better lives for themselves, their families and their communities. We believe in building relationships over the long term, being creative in how we meet people's needs, and in bringing people together of different backgrounds, skills and experiences to create new opportunities for those who have fewest.</p>	
<p>Main activities of your organisation:</p> <p>We achieve these aims through four main Projects:</p> <ul style="list-style-type: none"> * the Bede Starfish Project providing practical and emotional help through peer programmes and specialist one to one work with victims of domestic violence or hate crime * the Bede Learning Disabilities Project providing daytime volunteering, employment, training, social and educational services for adults who have a learning disability * the Bede Youth Adventure Project providing youth clubs, holiday programmes, detached (street based) activities and educational programmes for low income and at risk young people aged 11 to 19. * the Bede Community Engagement Project providing facilities for local independent groups, volunteer opportunities, and working in partnership to develop the Big Local South Bermondsey Partnership's tenant-led programmes on local, deprived estates. 	

Number of staff

Full-time:	Part-time:	Management committee members:	Active volunteers:
12	27	13	50

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?
Owned	23yrs

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.

Getting started: We try not to be wasteful and have introduced some simple 'green actions'.

Grant Request

Details of grant request

Under which of City Bridge Trust's programmes are you applying?

Making London Safer

Which of the programme outcome(s) does your application aim to achieve?

More survivors of domestic violence accessing good quality support services that help them to improve their safety, health and well-being

Domestic violence survivors empowered to avoid or leave violent, abusive or exploitative situations

Please describe the purpose of your funding request in one sentence.

For the Bede Starfish Project to develop peer support and one to one techniques to empower survivors of domestic violence to break free from abuse.

When will the funding be required? **01/04/2014**

How much funding are you requesting?

Year 1: **£28,930**

Year 2: **£29,121**

Year 3: **£29,314**

Total: £87,365

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?

Bede has over 11 years of local experience successfully helping victims of domestic violence live safer lives. We do plan to continue the activity and raise funds through our Friends of Bede programme, our reputation with charitable trusts and companies, and our partnerships with local and national organisations in the sector.

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

None needed

Summary of grant request

Over 2000 cases of domestic violence are reported in Southwark every year. Breaking the cycle of abuse is challenging and women often return to crisis services when they are again at high risk. Since April 2012, the Bede Starfish Project has been developing a unique approach to this problem. Using a combination of peer-support groups, peer mentoring, and intensive one to one casework, Starfish reaches very isolated individuals and enables survivors of domestic violence to address the high risks of returning to abusive relationships by developing personal strategies to enable them and their families to live safely in the long term.

With the support of a small team of experienced workers, participants support each other whilst dealing with their own unique circumstances and issues. They know that their peers in the Project have "been through it themselves" so peer feedback can have a powerful influence on their attitudes and actions, changing long established behaviours which increase their vulnerability to abusive relationships. Knowing that their own experiences are helping others helps peers develop their sense of self-worth, confidence and self-belief.

The Starfish Project has three main elements:

- The Freedom Programme and the Survivor Group: these run for 12 weeks each, bringing together groups of around 15 women who have survived a crisis of violence in their relationships and who are at high risk of further abuse in the long term. The Freedom Programme is nationally recognised and delivered by professionally accredited staff. It helps women understand male violence against women, why it occurs and how to recognise the early signs of abuse that so often lead to physical violence; the impact of this abuse on their children; and the steps they can take to reduce its influence on their lives. On completion, if a woman needs further support she can move on to The Survivor's Group. The more informal structure helps women discuss current issues and incidents with their peers who offer valuable and often critical advice. The Starfish Project also provides intensive one to one support for women in complex situations, for example involving mental health issues or immigration status problems. Around 90% of women in our programmes come from local BME communities, with about 2% in same sex relationships.
- Peer mentor support: women who have completed the courses often return to co-lead sessions and to provide individual support, particularly when the groups are not running during holiday periods. Peer mentors receive specific training for their role and support and supervision from the Starfish team.
- One to One support: the small team of experienced workers work closely with individuals who are at high risk of violence, hearing their story, assessing the risks of harm and developing a practical plan with them to reduce the risks and address underlying issues. This can involve a lengthy involvement, being creative and proactive in engaging women who are isolated, or experiencing mental health problems, and supporting women through complex legal and housing processes until they are safe

From April 2014 to March 2017 the project will work with at least 100 clients a year who are unable to access main-stream domestic violence services because of their complex circumstances, or need for longer term support. At least 60 a year will attend the Freedom Programme and Survivors Groups. Intensive one to one work and counselling will be available to all clients.

Bede's team comprises two experienced staff, three trained volunteers and, from 2014, two trained peer mentors. All are from diverse ethnic and social backgrounds. The team uses public transport, recycles materials and uses energy saving devices where possible.

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.

At least 60 women each year will attend the nationally recognised Freedom Programme and the Survivors Group. By examining and questioning their own behaviours and attitudes and recognising abusive behaviours in others, participants will significantly increase their chances of breaking the cycle of forming abusive relationships.

24 women each year are helped through counselling to address deeper post trauma issues, such as suicidal thoughts, agoraphobia and panic attacks, and explore ways to manage the effects of the violence on their children to reduce the risks of psychological damage.

At least 70 women a year with complex mental health, immigration, housing or legal issues receive practical, one to one help to progress these issues and increase their level of long term safety. This includes being accompanied to client meetings with statutory services, court appearances and general advocacy.

At least 10 hard to reach women who have been subjected to domestic violence over a period of at least 12 months and who have not been able to successfully engage with main stream domestic violence services will be successfully engaged by the Starfish project using creative engagement techniques.

10 women a year whose children are considered to be at risk by social services as a result of the violence in their home are enabled, through the groups and one to one support, to reduce the risks to their children.

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.

90% of women participating will continue to be free from abuse 6 months after completing the Freedom Programme or Survivors Group.

90% of women who complete a 12 week programme of counselling report significant progress in managing the issues they have been discussing, for example, that they are less anxious, less likely to self harm or that, where there was cause for concern, there are improvements in a child's behaviour

At least 80% of women in complex circumstances achieve a tangible improvement in these circumstances, such as a court injunction, a reduction in their "At Risk" status as assessed by mental health or social services, or a change in their housing situation, which increases their chances of long term safety.

90% of hard to reach women successfully engaged by Starfish Project using creative techniques will increase their prospects of achieving safety by completing a risk assessment and developing a basic safety plan with a Starfish worker.

80% of children assessed as high risk and on child protection plans will have their level or risk reduced within 12 months of their mother's referral to the Bede Starfish Project.

Who will benefit?

About your beneficiaries

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

100

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

Southwark (100%)

What age group(s) will benefit?

16-24

25-44

45-64

65-74

What gender will beneficiaries be?

Female

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?

71-80%

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 Costs	57,147	57,719	58,297	173,163
Project Activities and peer mentor training	3,500	3,500	3,500	10,500
Volunteer and Client Expenses	2,000	2,000	2,000	6,000
Creche costs	3,420	3,420	3,420	10,260
Travel	1,310	1,310	1,310	3,930
Premises and insurance costs	6,630	6,630	6,630	19,890
Finance, payroll, HR, governance and fundraising	7,410	7,410	7,410	22,230
Communications (IT, phones, letters, publicity etc)	6,900	6,900	6,900	20,700
Counselling service	5,000	5,000	5,000	15,000

TOTAL:	93,317	93,889	94,467	281,673
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What income has already been raised?

Source	Year 1	Year 2	Year 3	Total
Bede's Reserves	31,011	31,011	31,010	93,032
Noel Buxton Trust	3,000	0	0	3,000
	0	0	0	0
	0	0	0	0

TOTAL:	34,011	31,011	31,010	96,032
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What other funders are currently considering the proposal?

Source	Year 1	Year 2	Year 3	Total
Tudor Trust	10,000	0	0	10,000
Charles Hayward Trust	20,460	0	0	20,460
Friends of Bede	10,000	10,000	10,000	30,000
Diocese of Southwark (C of E)	10,000	0	0	10,000

TOTAL:	50,460	10,000	10,000	70,460
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How much is requested from the Trust?

Expenditure heading	Year 1	Year 2	Year 3	Total
Staff Costs	19,050	19,050	19,050	57,150
Volunteer and client expenses	500	500	500	1,500
creche costs	800	800	800	2,400
Travel	350	350	350	1,050
Premises and Insurance	2,210	2,210	2,210	6,630
Finance, payroll, HR, governance and fundraising	2,470	2,470	2,470	7,410
Communications	2,300	2,300	2,300	6,900
Counselling Service	1,250	1,250	1,250	3,750
1% inflation on staff costs	0	191	384	575
TOTAL:	28,930	29,121	29,314	87,365

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	84,021
Activities for generating funds	68,148
Investment income	3,475
Income from charitable activities	944,552
Other sources	0
Total Income:	1,100,196

Expenditure:	£
Charitable activities	1,103,729
Governance costs	24,255
Cost of generating funds	24,138
Other	0
Total Expenditure:	1,152,122
Net (deficit)/surplus:	-51,926
Other Recognised Gains/(Losses):	0
Net Movement in Funds:	-51,926

Asset position at year end	£
Fixed assets	150,345
Investments	450
Net current assets	582,121
Long-term liabilities	0
*Total Assets (A):	732,916

Reserves at year end	£
Endowment funds	0
Restricted funds	56,892
Unrestricted funds	676,024
*Total Reserves (B):	732,916

* 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?
71-80%

Organisational changes

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

no significant changes

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	1,035,853	851,504	680,257
London Councils	0	0	0
Health Authorities	0	0	0
Central Government departments	0	49,968	51,855
Other statutory bodies	55,472	152,340	79,156

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 £
Rank Foundation	30,000	30,000	30,000
Children in Need	27,286	28,104	28,948
United St Saviours	0	35,543	47,377
Big Local Big Lottery	0	0	25,333
Wakefield Tetley	0	0	10,000

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: **Nick Dunne**

Role within **Director**
Organisation:

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MEETING 13/03/2014

Ref: 12109

ASSESSMENT CATEGORY - Reducing Poverty

Bexley Citizens Advice Bureaux Ltd

Adv: Jemma Grieve Combes

Amount requested: £210,000

Base: Bexley

Benefit: Bexley

Amount recommended: £101,440

Purpose of grant request: To provide debt, welfare benefit and money advice services to the residents of the London Borough of Bexley

Background

Bexley Citizen's Advice Bureau (Bexley CAB) is an independent charity and a member of the national Citizen's Advice Bureaux network. It provides advice to 12,000 people per year across a wide range of areas approximately split between debt (30%); welfare benefits (30%); housing (10%); with the rest including employment, family and immigration. Most advice is provided by its team of extensively trained volunteers. This includes 25 trained advisors who volunteer at least 2 days a week and a further 20 volunteers who help with reception, administration and other functions. At the moment advice is provided through 2 main Bureaux outlets and 2 outreaches. Over the next few months this will change to a 'hub and spoke' model whereby advice will be provided through one main Bureau complimented by outreach in a range of locations, primarily libraries. The organisation hopes this will allow it to reach those who currently find the service difficult to access.

Funding History

None

Current Application

Bexley CAB is applying for funding to continue its successful Money Advice Project for which current funding ends in March 2014. The project helps anyone with debt problems that live, works or studies in Bexley. In the first instance a new client would attend a 'Gateway' interview to understand their needs and how Bexley CAB can help. 'Simple' debt cases will be dealt with at the early stages by volunteers. Where cases are more complicated the client is referred to a specialist Money Advisor. Last year over 4000 people sought Bexley CAB's help with debt problems and 406 went on to see a specialist Money Advisor. Between them clients had £7,046,405 of debts not including mortgages and many were faced with repossession and homelessness. The Money Advisors work with clients to identify a course of action that might include income maximisation; debt management plans; rescheduling and negotiation with creditors; or bankruptcy and debt relief orders. Bexley CAB will also provide support and advice for 'self-help' and feel it is important to empower clients in this way where they can.

Financial Observations

Audited accounts for the year ended 31st March 2013 show a small surplus of £9,494 (3% turnover of £313,896) comprising surpluses of £1,922 on unrestricted activity and £7,572 on restricted funds.

The reserves policy states that the organisation aims to hold free unrestricted reserves equivalent to 3 months' worth of running costs, which equates to £69,287 based on 2014/15 budgeted expenditure. At 31st March 2013 free unrestricted reserves stood at £77,251, which is equivalent to 3.3 months' worth of 2014/15 budgeted expenditure.

The forecast for the current year to 31st March 2014 shows total income of £309,337, all of which has been confirmed. After expenditure of £291,019 the organisation anticipates a surplus of £18,318 (5.9%), comprising £13,684 on unrestricted funds and £4,634 on restricted funds.

The budget for 2014/15 shows anticipated income of £277,270, all of which is confirmed. After expenditure of £277,147 a small overall surplus of £123 is expected, comprising surpluses of £1,742 on restricted funds and a deficit of £1,520 on unrestricted funds.

Officer's Appraisal

This is an impressive organisation with a strong understanding of client needs and commitment to making itself accessible to all those who need its help. It has robust data collection systems which allow it to identify trends and share (anonymised) data with the national Citizen's Advice Bureau and funders. Bexley CAB is audited every three years by the national Citizen's Advice Bureau which includes an audit on the quality of advice provided.

The applicant originally applied for £210,000 to support two full time specialist Money Advisors. This is a higher amount of funding than you would usually award to a relatively small organisation and following advice from your officer the applicant revised its request for the costs of 1 full time Money Advisor. This will not affect the viability of the overall project.

Recommendation

£101,440 (£34,440; £33,320; £33,680) over three years for the salary and on-costs of a specialist f/t Money Advisor in Bexley.

The City Bridge Trust

Investing In Londoners: Application for a grant



About your organisation

Name of your organisation: Bexley Citizens Advice Bureaux Ltd	
If your organisation is part of a larger organisation, what is its name? Citizens Advice	
In which London Borough is your organisation based? Bexley	
Contact person: Mr Roland Haigh	Position: Company Secretary
Website: www.erithcab.org.uk	
Legal status of organisation: Registered Charity	Charity, Charitable Incorporated Company or company number: 275955
When was your organisation established? 09/09/1979	
Aims of your organisation: We aim to provide the advice people need for the problems they face and improve the policies and practices that affect people's lives. We provide free, independent, confidential and impartial advice to everyone on their rights and responsibilities. We value diversity, promote equality and challenge discrimination. Bexley Borough Citizens Advice Bureaux Limited is part of Citizens Advice. Citizens Advice Bureaux deliver advice services from over 3,300 community locations in England and Wales, run by 338 individual charities. Bexley CAB provide these services to people who live, work or study in the London Borough of Bexley. Citizens Advice itself is also a registered charity and is also the membership organisation for bureau	
Main activities of your organisation: The Bureaux offer advice and information to the residence of Bexley, on a wide range of subjects, the main areas being Debt, Welfare Benefits, Housing, Employment, Immigration and relationship. In the last year the Bureaux dealt with 17,828 enquiries, made by 11,718 clients. This means that the Bureaux helped roughly 20% of the households in the Borough. The Bureaux also offer case work in Debt and Money Advice. As a member of Citizens Advice the Bureaux provide evidence to influence policy makers. In the past year the Bureaux offered money advice casework for 710 clients. We have gained £2.5 million in unclaimed benefits for Borough Residents	

Number of staff

Full-time:	Part-time:	Management committee members:	Active volunteers:
6	8	12	40

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	

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.
Nothing yet: This is not something we have thought about / we have not taken any action.

Grant Request

Details of grant request

Under which of City Bridge Trust's programmes are you applying? Reducing Poverty
Which of the programme outcome(s) does your application aim to achieve? More people accessing debt and legal services More Londoners with improved economic circumstances
Please describe the purpose of your funding request in one sentence. To provide debt, welfare benefit and money advice services to the residence of London Borough of Bexley
When will the funding be required? 01/04/2015
How much funding are you requesting? Year 1: £70,000 Year 2: £70,000 Year 3: £70,000 Total: £210,000
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? The need for the service we will offer will not disappear it will be our intention to seek alterate sources of funding to contiue it.
If you need any planning or other statutory consents for the project to proceed, what stage have the applications reached?

Summary of grant request

Since 1997 Bexley Borough CABx have been providing a Money Advice casework service for the residence of the Borough. Since then we have helped over 7 000. As a Charity we are primarily funded by our local authority, Bexley Council. The Council fund our core services which are provide general advice, of a mainly legal nature, on a large range of subjects to the public; this is mainly done by volunteers. Our grant from the Council is in two parts one of which is our core funding. The other part comes from a Performance Reward Grant, this has funded our money advice project for the past three years, this pot of money is now at an end.

Last year Bexley CAB helped roughly 12 000 residents of Bexley Borough. About 30% of the enquiries that we deal with are debt related enquiries, this represents about 4 000 people. 710 of our money advice clients were offered help by way of ongoing casework. We currently have 3.4 fte Money Advisers, funded by London Borough of Bexley and Capitalise(The Money Advice Service). In the year 2012-2013 our Money Advice Case workers provided assistance to new and existing clients who are either living or working in the London Borough of Bexley with their debts issues. In that year between them they were able to negotiate voluntary payment arrangements for 68%, while 15% were dealt with under personal insolvency arrangement (Debt Relief Order and Bankruptcy). Following advice, support and empowerment clients continue to deal with 16% of the debts by themselves. Our clients had debts of over £12 million excluding mortgages and over £32 million when mortgages where included, this averages out to £17 300 each.

Unemployment can be said to be a major challenge that is facing debt clients at present. Only 19% of our debt clients are working full time while 28% were registered unemployed, 21% worked part-time or in self-employment and 23 % were either retired or unfit for work. This in turn results in poverty followed by increasing burden of debt with 39% living on a household income of less than £15,600 while 64% living on an individual income of less than £14,000 annually. On an annualised basis in the last year we helped clients gain £2.5 million in unclaimed welfare benefits

More than 50% of our debts clients lived in rented accommodation (social and private tenants) while 33% of clients were owner occupiers (mortgage).

We provided independent Money Advice to homeowners wishing to apply for Mortgage Rescue Scheme (MRS) or to seek more general advice about their mortgage debt. This is being achieved through one day a week outreach sessions at the Bexley Council Civic Centre. The Government has now brought this scheme to an end.

We seek funding to continue this project, we will meet the aim of the trust by providing money advice to residence of the Borough, if we are not able to gain funding there will be no source of face to face money advice within the borough of Bexley.

One of the key parts of good money advice is income maximisation, whether this is by means of benefit advice or helping clients find a cheaper energy supplier, this improves the economic circumstances of our service users. We endeavour to help clients budget so that they have a resonable and sustainable domestic budget

Outputs and outcomes

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

To provide specialist Money Advice to the residence of the London Borough of Bexley. This would be delivered by two money advisers.

To assist clients to avoid homelessness, by negotiation with landlords and mortgage lenders and varying possession orders

Negotiate with utility suppliers and ensure clients are on the best value tariff

To ensure clients are getting the correct level of benefit

To negotiate affordable repayments of Council Tax and Overpayments of Housing Benefit

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.

For the people of Bexley to be in a better financial position with debts properly managed, it would be our intention to offer money advice case work to 350 new users per year and to enable people to be in control of their finances.

To enable a minimum of 150 families a year to stay in their homes where before intervention they would have been faced with eviction due to mortgage or rent arrears.

That people are aware of options for supply of fuel hence reducing the impact of fuel poverty

Clients are in a better financial state as they are aware of all welfare benefits that they are entitled to

People have more money left for living and priority debts and are not prioritising the wrong debts because of the bailiffs being at the door

Who will benefit?

About your beneficiaries

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

300

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

Bexley (100%)

What age group(s) will benefit?

16-24

25-44

45-64

65-74

75 and over

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
Saleries	61,475	62,090	62,711	186,276
Premises	2,500	2,500	2,500	7,500
Telephones	500	500	500	1,500
Postage	1,200	1,300	1,400	3,900
Travel	200	225	250	675
IT(Capital)	3,000	0	0	3,000
Printing and copying	700	700	700	2,100
	0	0	0	0

TOTAL:	69,575	67,315	68,061	204,951
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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

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

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
Salaries	61,475	62,090	62,711	186,276
Premises	2,500	2,500	2,500	7,500
Telephone	500	500	500	1,500
Postage	1,200	1,300	1,400	3,900
Travel	200	225	250	675
IT(Capital Cost)	3,000	0	0	3,000
Printing and Copying	700	700	700	2,100
	0	0	0	0
	0	0	0	0

TOTAL:	69,575	67,315	68,061	204,951
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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	312,564
Activities for generating funds	0
Investment income	749
Income from charitable activities	0
Other sources	583
Total Income:	313,896

Expenditure:	£
Charitable activities	304,402
Governance costs	0
Cost of generating funds	0
Other	0
Total Expenditure:	304,402
Net (deficit)/surplus:	9,494
Other Recognised Gains/(Losses):	0
Net Movement in Funds:	89,646

Asset position at year end	£
Fixed assets	0
Investments	0
Net current assets	89,646
Long-term liabilities	0
*Total Assets (A):	89,646

Reserves at year end	£
Endowment funds	0
Restricted funds	28,395
Unrestricted funds	61,251
*Total Reserves (B):	89,646

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

Statutory funding

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

Organisational changes

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

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	257,515	258,964	261,471
London Councils	0	0	0
Health Authorities	0	0	0
Central Government departments	40,252	30,050	6,126
Other statutory bodies	48,000	65,877	50,330

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 £
	0	0	0
	0	0	0
	0	0	0
	0	0	0
	0	0	0

Declaration

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

Please confirm: Yes Full Name: **Roland Haigh**

Role within **Company Secretary**
Organisation:

MEETING: 13/03/2014

Ref: 12132

ASSESSMENT CATEGORY - Reducing Poverty

Centre For Armenian Information & Advice

Adv: Tim Wilson

Amount requested: £60,000

{Revised request: £90,000}

Amount recommended: £90,000

Base: Ealing

Benefit: Several NW London

Purpose of grant request: Contribution towards salary and running costs of CAIA's full-time Advisor to address the welfare needs and poverty experienced by London's Armenians.

Background

The Centre for Armenian Information and Advice (CAIA) was established in 1986 and operates from its own community centre in Acton. The charity runs a lunch club for older people, OFSTED registered crèche facilities, health outreach for housebound elders, and legal, welfare and employment advice services.

The Armenian diaspora, which dates back almost 2,000 years but which was accelerated by the 1915 genocide, resulted in a situation where less than half of the world's Armenian population lives in Armenia itself. CAIA's client base reflects this, and last year the charity worked with Armenians from 20 different countries. CAIA estimates there are approximately 25,000 ethnic Armenians living in London.

CAIA is well-networked with other advice providers. For example, it initiated, and currently chairs, the West London BMER Advice Network which operates across six boroughs. The charity holds quality standards appropriate for advice providers.

Funding History

You have made two awards to CAIA since 2000, both under your Main Grants programmes. In 2004 you awarded £90,000 for a healthcare project. However, due to internal changes the grant was not drawn down and was written back to the Trust. In 2007 you awarded £46,500 for a project to improve the quality of life of isolated older Armenians. Monitoring returns on the most recent grant were rated very highly by officers and the award was signed off as historical some time ago.

Current Application

CAIA seeks funding to maintain its existing advice services. The charity employs a multi-lingual, full time Advice Worker who supports clients on a drop-in basis each weekday between 9am and 4pm. The worker also provides support by phone and email to clients who are unable to reach the centre.

Current advice services cover four areas: welfare; housing; immigration; and health and social care. In addition to advising about support providers and entitlements, the worker will also help clients to navigate online welfare and housing portals. Where appropriate, the worker advocates on behalf of particularly vulnerable clients and is currently acting in this capacity for a small number of people seeking sheltered housing.

Although the advisory support is often a client's first point of contact with the charity, the worker uses the advice session as a gateway to introduce other CAIA services where appropriate. The advice service is expected to benefit 600 clients each year.

Financial Observations

Audited accounts for the year ended 31st March 2013 show a deficit of £7,878 (4.8% of turnover), comprising a deficit of £6,700 on unrestricted funds and a deficit of £1,178 on restricted funds.

The reserves policy states that the organisation aims to hold funds equivalent to between three and five months' worth of operating costs which equates to a target holding of between £36,462 and £60,770 based on budgeted expenditure for 2014-15. At 31st March 2013, the organisation held free unrestricted reserves of £33,021 of which £6,000 had been designated to a building and equipment fund. The balance of £27,021 which has been allocated for general purposes equates to 2.2 months' worth of budgeted expenditure for 2014-15.

The forecast for the current year to 31st March 2014 shows a deficit of £22,171 (18.1% of turnover), comprising a deficit of £25,059 on restricted funds partly offset by a surplus of £2,888 on unrestricted funds. Total income is predicted to be £122,193, of which £75,806 (62%) has been confirmed, £16,987 (13.9%) is subject to pending grant applications and a further £29,400 (24.1%) is forecast to be earned income from membership and hire of the hall.

The budget for 2014-15 predicts a surplus of £1,968 (1.3% of turnover), comprising a surplus of £2,888 on unrestricted funds partially offset by a deficit of £920 on restricted funds. Total income is predicted to be £147,812, of which £56,812 (38.4%) has been confirmed, £61,600 (41.7%) is subject to pending grant applications and a further £29,400 (19.9%) is forecast to be earned income from membership and hire of the hall.

Officer's Appraisal

CAIA is a well-regarded charity providing a range of services to London's Armenian community. This includes an already well-established advice service which was, until recently, supported in large part by London Councils funding. With changes to this funding stream the charity requires support from other sources to maintain its service at current level. Although both Ealing and Hounslow Councils are offering support you are asked to provide the balance. Based on the monitoring framework received from the charity the proposed work offers the potential to achieve significant impact. Following advice from your officer the charity has increased the size of its request to the Trust (as shown at Appendix A to the original application form) in order to reduce the administrative burden of further fundraising and to enable the project to commence as quickly as possible.

Recommendation

£90,000 over three years (3 x £30,000) towards the salary and overhead costs of the full-time Advice Worker at the Centre for Armenian Information and Advice.

The City Bridge Trust

Investing In Londoners: Application for a grant



About your organisation

Name of your organisation: Centre For Armenian Information & Advice	
If your organisation is part of a larger organisation, what is its name? No	
In which London Borough is your organisation based? Ealing	
Contact person: Mr Misak Ohanian	Position: General Secretary
Website: http://www.caia.org.uk	
Legal status of organisation: Registered Charity	Charity, Charitable Incorporated Company or company number: 1088534
When was your organisation established? 21/09/2001	
Aims of your organisation: To promote any charitable purpose for the benefit of the Armenian Community and people connected with the Armenian Community by the advancement of education, the protection of health and the relief of poverty and distress.	
Main activities of your organisation: 1. Advice & Information: AQS quality assured culturally sensitive practical assistance and support for housing, welfare benefits and immigration. 550+ users/year. 2. Social/Lunch Club for Older People twice a week: Informative & recreational activities, nutritious meals, health talks/workshops, cultural celebrations, outings, free mini-bus service to frail/disabled. Funded by Ealing and Hounslow Councils. 200 users/year visiting 3,000+ times. 3. Health Advocacy & Outreach project for Older people/Carers. 150+ users/year 4. Youth Club twice a month: To network/learn together in safe, secure setting with positive role models leading educational workshops. Funded by BBC Children In Need. 100+ users/year. 5. Pre-school Provision & Summer Playscheme: Ofsted registered Multi-lingual education for children to help prepare for school 80 children/year and integration. 6. Library: Community library archiving/digitization project funded by Heritage Lottery Fund. 7. "Armenian Voice" Newsletter: Posted free to over 3000 Armenian homes to raise awareness about CAIA's services and promote community networking. 8. Website, www.caia.org.uk with 4000 hits , 450+ facebook followers www.facebook.com/Hayashen.	

Number of staff

Full-time:	Part-time:	Management committee members:	Active volunteers:
1	4	5	30

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?
Owned	

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.
Getting started: We try not to be wasteful and have introduced some simple 'green actions'.

Grant Request

Details of grant request

Under which of City Bridge Trust's programmes are you applying? Reducing Poverty
Which of the programme outcome(s) does your application aim to achieve? More people accessing debt and legal services More Londoners with improved economic circumstances
Please describe the purpose of your funding request in one sentence. Contribution towards salary/running costs of CAIA's full-time Advisor to address the drastic effects of welfare reform and poverty experienced by London Armenians/those connected to them.
When will the funding be required? 04/05/2014
How much funding are you requesting? Year 1: £20,000 Year 2: £20,000 Year 3: £20,000 Total: £60,000
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? Yes as we are the only such specialist provision for London Armenians. Our fundraising strategy has always been based on a mixture of income generation from members/community and grants from charities/trusts and statutory bodies, specifically from Councils such as Hounslow/Ealing where sizable numbers of our service user live. We aim to continue this strategy.
If you need any planning or other statutory consents for the project to proceed, what stage have the applications reached? N/a

Summary of grant request

Our most pressing challenge is to meet the increasing demand for advice resulting from the drastic effects of welfare reform, changes in legal aid, housing benefit, and the ongoing issues posed by the recession.

The need for housing and immigration advice is already immense and CAIA (as the principal focus of social/welfare support for over 25 years) is best placed to reach and inform vulnerable and disadvantaged Armenians, given the cultural and language barriers that prevent access to generic support.

CAIA's advisory service underpins our holistic services, which covers the whole of London and handled in the past year 1000 inquiries and 1200 in-depth cases for 550 individual with multiple needs. 20% of all cases related to debts, rent areas 25%, employment 20% and benefits 45%. This pivotal service is the gateway through which disadvantaged Armenians who subsist in poverty, isolation and exploitation on the margins of society, are supported and enabled to significantly improve their lives. Without CAIA's timely and culturally sensitive intervention many would find themselves outside systems of support, as most are unfamiliar or unaware of their rights and how to access these.

The effective day-to-day delivery of our advisory services will be delivered by CAIA's full-time Advisor. The project will reduce food poverty, improve economic circumstances and increase the number of Armenians accessing debt and legal services by:

- +Improving living standards and quality of life for the poorest Armenians in London, such as recent arrivals, unemployed/low income, older people, carers, etc.
- +Reaching out to those who subsist on low incomes, poor housing and do not have a voice to improve their current situation and address inequalities.
- +Improving employment opportunities for disadvantaged Armenians through customized job search/CV writing support, employability training and volunteering opportunities.
- +Helping them gain knowledge and understanding of their rights and services available to make informed life choices.
- +Increasing access to service provision, including CAIA's holistic services.
- +Helping manage their uncertain economic/social circumstances, finances and housing.
- +Raising the awareness about the needs of disadvantaged Armenian to wider statutory/mainstream service providers

The CENTRE FOR ARMENIAN INFORMATION & ADVICE is the principal focus for the needs of over 20,000 Armenians scattered across London. Unlike other refugee populations, Armenians are largely invisible and ignored because they have arrived from troubled parts of the world such as Iran, Iraq, Lebanon, Turkey and the former Soviet Union and are often classified as Arabs, Iranians, Russians etc.

Since 1986, we have delivered a variety of services such as IT classes as a UK Online Center, Job Search Skills/Managing Your Finances training courses, specifically for disadvantaged and vulnerable people such as the unemployed, homeless, disabled, elderly, carers, children, asylum seekers and refugees to help with their settlement and integration. Annually, 13,000 visits are made to CAIA as well as 10,000 telephone/email inquiries. Our advice service holds requisite kitemarks, including the Advice Quality Standard.

The CAIA is a grassroots membership-based organisation with 400 members. The current Management Committee includes an IT Project Manager, a retired Company Secretary, a compliance officer in an insurance firm, a banker and a self employed translator. Our patrons include local MP's Andrew Slaughter and Stephen Pound.

The CAIA welcomes and support all Armenians and those connected to them irrespective of their background and works/cooperates with wide range of agencies/people to pursue its aims and objectives and values all people from all backgrounds.

We value volunteers as they provide 1000+ hours of time annually to the delivery of CAIA's diverse services. We support volunteers by offering training, job references, reimbursement of out of pocket expenses.

We also implement our environmental policy to reduce our carbon footprint. (Copy available)

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.

Provide practical advice, information and advocacy support 5-days a week (240 sessions) to 600+ disadvantaged members of the Armenian community and those connected to them on any and all advice, information and guidance areas.

Monthly surgeries by DWP at CAIA to enable disadvantaged and vulnerable members of the Armenian community and those connected to them to access/engage DWP to help them gain benefit entitlements. CAIA to book/refer clients and provide language/advocacy support.

Employment/IT training; other CAIA support services; and additional partnerships as they develop. For example CAIA is a partner in delivering money management & Job search skills workshops commissioned by Hounslow Council in 2014.

Advice Worker will attend and contribute to the work of Ealing Advice Forum & West London BMER Advice Network, both of which CAIA leads and coordinates and the Ealing BLF Advice Services Transition Programme (a partnership with Ealing advice agencies) in order to improve referrals and coordination of services.

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.

Improved economic circumstances and reduced poverty for disadvantaged/isolated Armenians through better information, support and access to entitlements; more empowered through information and support to solve their own problems in the future.

Increased access to debt/financial support services and training which will improve financial confidence, ability, and reduce the burden of debt and poor financial skills/planning which are causing long-term/ongoing issues in the lives of disadvantaged Armenians

Reduced unemployment and reduced benefit dependence through employability support, employment classes, better signposting, training and volunteering opportunities

Better housing situation/reduced problems with housing through better information, assistance, access to entitlements and support.

Improved access to wider networks of statutory/mainstream advice for Armenians and a better understanding of their unique/specific needs on the part of statutory/mainstream/government service providers, policy & decision makers, through advocacy, partnership work and networks.

Who will benefit?

About your beneficiaries

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

600

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

Several NW London (70%)

Several SW London (10%)

Several NE London (10%)

Several NE London (10%)

What age group(s) will benefit?

All ages

What gender will beneficiaries be?

All

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

Other ethnic group (including Arab)

If Other ethnic group, please give details: **Armenians/connected to them**

What proportion of the beneficiaries will be disabled people?

21-30%

Funding required for the project

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

Expenditure heading	Year 1	Year 2	Year 3	Total
Full time Advice Worker+Employers NI	28,977	29,557	30,148	88,682
Audit & payroll (contribution	500	510	520	1,530
Contribution to Premises/Running Costs/IT/Phone	2,000	2,040	2,080	6,120
Membership to Advice UK & professional indemnity	600	612	624	1,836
Travel reimbursements for post-holder	300	306	312	918
Training (for post-holder)	300	306	312	918
Publicity/Evaluation (printing, post, mailings to service users)	1,000	1,020	1,040	3,060
Support & Supervision (10%)	3,368	3,435	3,503	10,306
	0	0	0	0

TOTAL:	37,045	37,786	38,539	113,370
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What income has already been raised?

Source	Year 1	Year 2	Year 3	Total
Support & Supervision /Own fundraising	3,368	3,435	3,503	10,306
Ealing Council (Apply annually)	4,500	4,500	4,500	13,500
Hounslow Council (Welfare reform project)	2,500	0	0	2,500
	0	0	0	0

TOTAL:	7,868	7,935	8,003	26,306
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What other funders are currently considering the proposal?

Source	Year 1	Year 2	Year 3	Total
None	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
Full time Advice Worker+Employers NI	20,000	20,000	20,000	60,000
	0	0	0	0
	0	0	0	0
	0	0	0	0

TOTAL:	20,000	20,000	20,000	60,000
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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	32,063
Activities for generating funds	0
Investment income	249
Income from charitable activities	130,999
Other sources	0
Total Income:	163,311

Expenditure:	£
Charitable activities	155,734
Governance costs	6,627
Cost of generating funds	0
Other	8,828
Total Expenditure:	171,189
Net (deficit)/surplus:	-7,878
Other Recognised Gains/(Losses):	0
Net Movement in Funds:	0

Asset position at year end	£
Fixed assets	230,852
Investments	0
Net current assets	124,931
Long-term liabilities	0
*Total Assets (A):	355,783

Reserves at year end	£
Endowment funds	0
Restricted funds	322,762
Unrestricted funds	33,021
*Total Reserves (B):	355,783

*** 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? 31-40%
--

Organisational changes

Describe any significant changes to your structure, financial position or core activities since the date of your most recent accounts: No changes. We held AGM in November where accounts/trustees report was approved.
--

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	24,186	51,251
London Councils	0	2,002	0
Health Authorities	0	0	0
Central Government departments	0	2,184	0
Other statutory bodies	0	7,498	200

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 £
Heritage Lottery Fund	0	0	24,300
H Smith Charity Trust	0	25,000	25,000
St Sarkis Charity Trust	16,000	16,000	16,000
BBC Children In Need	0	10,000	9,600
City Parochial Fund	30,000	7,500	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: **Misak Ohanian**

Role within **Chief Executive Officer**
Organisation:

APPENDIX A: REVISED REQUEST RECEIVED 21/2/14

PROJECT BUDGET & AMOUNT REQUESTED	2014/15	2016/17	2017/18	TOTAL
EXPENDITURE HEADINGS				
Armenian Advice Worker inc. ENIC	28977	29557	30148	88,682
Audit & payroll (contribution)	500	510	520	1,530
Contribution to Premises/Running Costs/IT/Phone	2000	2040	2080	6,120
Membership to Advice UK & professional indemnity	600	612	624	1836
Travel reimbursements for post-holder	300	306	312	918
Training (for post-holder)	300	306	312	918
Publicity/Evaluation (printing, post, mailings to service users)	1000	1020	1040	3,060
Support & Supervision (10%)	3,368	3,435	3,503	10,306
TOTAL	37,045	37,786	38,539	113,370
INCOME				
Ealing Council (apply annually)	4,500	4,500	4,500	13,500
Own fundraising & Hounslow Council)	2,545	3,286	4,039	9,870
City Bridge Trust (Application)	30,000	30,000	30,000	90,000
TOTAL	37,045	37,786	38,539	113,370

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MEETING: 13/03/14

Ref: 12036

ASSESSMENT CATEGORY - Reducing Poverty

Zacchaeus 2000 Trust

Adv: Julia Mirkin

Amount requested: £149,849

Base: Westminster

Benefit: London-wide

Amount recommended: £149,850

Purpose of grant request: Core funding of our advice services which aim to maximise the incomes, reduce the debt and assist with the understanding of rights of poor Londoners

Background

Zacchaeus 2000 Trust (Z2K) is an anti-poverty charity. It is based across two sites in Westminster but supports beneficiaries from across London. Z2K has been offering welfare entitlement and debt advice for 25 years and its clients benefit from the legal expertise held by many of Z2K's staff and volunteers. To maintain and improve the service, Z2K has developed its relationships with several leading law firms, from which it recruits volunteers. Z2K has also recently installed an online case management system to assist in managing cases that are active for a prolonged period. During 2013, Z2K provided face-to-face advice to 1,222 clients; it saved 207 households from eviction and increased the income of the clients with which it worked by £703 per annum on average. As Z2K undertakes campaigning work on legal issues that it considers to affect the lives of its clients, it has never sought statutory funding. Z2K believes being financially independent allows it to fulfil this broader remit compromise.

Funding History

Z2K was unsuccessful with an application to the Trust in 2007 as it did not meet your priorities.

Current Application

Z2K requests support for its general advice provision, comprising a drop-in service offered for two half-days per week in two locations, and an appointment service, which offers more in-depth advice to beneficiaries, including caseload support and representation: beneficiaries who are struggling with debt problems or delayed benefit payments can receive representation by Z2K staff or volunteers either in writing, by telephone or in person at court or in tribunals. Z2K also offers training sessions on welfare reform and financial management as part of its general on-going programme. Training sessions are delivered at community centres, schools or to other voluntary groups.

Z2K has experienced increased demand for its services due to the economic downturn, welfare reform but also because of the recent removal of legal aid for people with welfare or housing claims. As many other service providers do not offer any form of representation, Z2K picks up these referrals when cases look likely to end up in court. Z2K also receives referrals for emergency cases as it is able to see clients comparatively quickly.

The annual cost of delivering Z2K's general advice service is approximately £119K, towards which it has secured £61,426 for this year and £40,926 for the following two years. Z2K's request to CBT is to cover one salary of its two Caseworkers and to make a contribution to overheads. During the three-year period for which funds are requested, Z2K aims to prevent homelessness for 220 households; it aims to offer advice to 750 people and to help 150 Londoners to develop increased knowledge about their rights and entitlements.

Financial Observations

Audited accounts for the year ended 31st December 2012 show income of £363,821 and a surplus of £21,790 (6.% of turnover), comprising a surplus of £39,035 on restricted funds partially offset by a deficit of £17,245 on unrestricted funds.

The reserves policy is to hold three months' worth of running expenses, which is £97,069 based on 2014 budgeted expenditure. At 31st December 2012 unrestricted free reserves stood at £54,036, which is equivalent to 1.7 months' worth of 2014 budgeted expenditure.

The draft outturn for the current year to 31st December 2013 shows total income of £382,898 and an operating surplus of £356, comprising a surplus of £10,094 on unrestricted funds and a deficit of £9,738 on restricted funds.

The budget for 2014 shows total income of £344,396, of which £279,396 (81.1%) has been confirmed. After projected expenditure of £388,275, a deficit of £43,879 is forecast, which is all on unrestricted funds. To offset this deficit the organisation will be submitting grant funding applications amounting to £34,166 and is hoping to raise additional individual donations amounting to £7,000.

Officer's Appraisal

Z2K offers a valuable advice service that augments the provision offered by other advice agencies. It has a wealth of experience and a good reputation with other funders. Demand for Z2K's service is growing and it is implementing efficiencies and expanding its network of contacts to accommodate this. Z2K is able to work with clients for longer periods of time when the complexity of their needs demand it, characterising Z2K as a responsive and flexible service provider. At the time of writing, Z2K is in the process of applying for the Advice Services Alliance (ASA) quality mark for advice providers, achievement of which should be a requirement for your funding, as is your policy.

Recommendation

£149,850 over three year (£48,388; £49,910; £51,552) towards the salary of one of Z2K's full-time Caseworkers and towards general running costs of the general advice service. The grant is subject to the organisation achieving the ASA Quality Mark or other recognised accreditation.

The City Bridge Trust

Investing In Londoners: Application for a grant



About your organisation

Name of your organisation: Zacchaeus 2000 Trust	
If your organisation is part of a larger organisation, what is its name? N/A	
In which London Borough is your organisation based? Westminster	
Contact person: MS Joanna Kennedy	Position: Chief Executive
Website: http://www.z2k.org	
Legal status of organisation: Registered Charity	Charity, Charitable Incorporated Company or company number: 1110841
When was your organisation established? 07/05/2005	
Aims of your organisation: To alleviate the causes and consequences of poverty in London by : <ul style="list-style-type: none">- providing advice support and representation to those on low incomes who face difficulties with debt for essential household expenditure , or with the consequences of welfare reform or are in dispute with the welfare benefits system- providing training on debt management and the meaning and impact of welfare reform to community groups and third sector agencies and- campaigning against laws and practices which operate unfairly or oppressively on our clients	
Main activities of your organisation: we offer; <ul style="list-style-type: none">- advice services by appointment at our 2 office sites in Westminster . This service identifies the source of financial problems and provides negotiation and advocacy with Benefits agencies and creditors to maximise income and reduce debt. Most clients come as referrals from other voluntary sector agencies- ad hoc advice on essential household debt (i.e rent, council tax and utilities) and welfare benefits issues at 2 combined agency drop in advice clinics a week- representation on appeals to Social Security Tribunals from decisions about the refusal or reduction of welfare benefits	

-an advice and resettlement service to those households having to move following benefit caps

-a complaints service which involves taking up issues of poor procedure and maladministration by DWP and local authorities on behalf of our clients and those of other advice agencies in the hope of achieving systems improvement

-a private rented sector access scheme to the homeless including by providing deposit guarantees

Number of staff

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

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	2yrs 3 months

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.

Getting started: We try not to be wasteful and have introduced some simple 'green actions'.

Grant Request

Details of grant request

Under which of City Bridge Trust's programmes are you applying?

Reducing Poverty

Which of the programme outcome(s) does your application aim to achieve?

More people accessing debt and legal services

More Londoners with improved economic circumstances

Please describe the purpose of your funding request in one sentence.

Core funding of our advice services which aim to maximise the incomes, reduce the debt and assist with the understanding of rights of poor Londoners

When will the funding be required? **01/01/2014**

How much funding are you requesting?

Year 1: **£48,388**

Year 2: **£49,910**

Year 3: **£51,551**

Total: £149,849

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?

yes we do plan to continue the activity and will start applying to other Trusts and Foundations 9 months before the expiry of the Bridge Trust funding if we receive it. We will also hold fundraising events in each of the 3 years in the hope of rebuilding a surplus which might fund this work

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

Summary of grant request

We know of the need for the work from our referrers who are children's charities, Citizen's Advice Bureaux, local authority social services and housing departments, MP's constituency surgeries and other charities. All these referrers deal with people who are suffering from severe stress as a result of not receiving their benefit entitlements or struggling with household debt. We also attend drop in advice sessions twice a week at which we see a steady stream of people with the same difficulties many of whom have tried to obtain help elsewhere and have been turned away. All these clients have difficulty in understanding all the current welfare reforms

We will deliver the work by :

giving advice at drop in sessions to those who do not understand their rights

seeing clients who need further help by appointment at our offices where we investigate their problems, explain their rights and then contact those with whom they face difficulties to resolve these problems.

Providing training on welfare reform and basic debt and utilities management to community groups and other voluntary sector organisations

We aim to achieve at least one of the following outcomes for at least 800 households of 3 people on average so we will benefit at least 2400 people:

improvement in wellbeing by reduction of panic and stress -

maximisation of income -

avoidance of homelessness

justice achieved-

To provide an improved knowledge of their rights and options to 200 individuals

Z2k are the right people because of a 25 year history of doing this work and a more recent 3 year history of increased professionalism including the installation of an online case management system , a developed relationship with volunteering including with leading law firms which lead to us being awarded IIV accreditation which establishes our sound governance etc . We also receive referrals from Law Centres and CABx which is a tribute to the quality of our work . Most of the members of staff have some kind of legal qualification including the CEO who practised as solicitor for 30 years .Our work complements that of, for example, the CABx because we provide representation where they cannot, so cases with actual or threatened court hearings are referred to us. Also , our size and appointment systems mean that many are referred to us with urgent problems who could not get an appointment with CAB in time. Other referrers appreciate our forensic approach to problems which derives for our legal expertise although we are not providing legal advice as such.

In 2013 , by October we had saved 207 households from eviction and maximised the income of our clients by, on average, £730 pa. and provided face to face advice to 1222 clients . We hope to improve on these statistics in 2014 which would fulfil your programme outcomes . We had also provided training on welfare reform to 240 in parents and community groups

Good Practice :

Involving users : we hold client feedback sessions and ask for feedback at exit interviews

Diversity : we are based in Westminster which is an area of great diversity. 67% of our clients come from a non white ethnic minority background . We actively seek to recruit staff and volunteers from different backgrounds. Out of a staff of 11, 4 are from ethnic minority backgrounds , of our current 21 volunteers 7 are from ethnic minorities, as are 2 out of 8 trustees

Volunteers : IIV accreditation establishes our valuing of volunteers

Carbon: we recycle whatever we can, use second hand furniture and equipment and minimise power use ,

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.

Provide face to face advice at half day joint drop in advice sessions called Advice Plus at Beethoven Centre Queens Park W10 and Church St library NW8: 2 per week.

provide by appointment, face to face, advice and casework including representation in writing and on the telephone and negotiation support for those in debt and/or facing court summonses for essential household debts and small fines e.g for non payment of TV licences

provide by appointment, face to face advice and casework including representation in writing and on the telephone and negotiation of a resolution for those in dispute with the welfare benefit system because their benefits have been delayed, refused or denied or because they face a claim for alleged overpayments

Where no legal aid is available, provide lay representation for those facing court summonses for eviction or nonpayment of council tax or small fines or the installation of utilities meters or benefits overpayments or in Social Security Tribunals on appeal against decisions about benefit entitlements

Arrange training sessions for parents' coffee mornings in schools or at children's centres or other voluntary and community groups to explain welfare reform, how to deal with bailiffs, how to manage utility bills and other similar issues requested by these groups

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.

maximisation of income or reduction of debt for 600 households in an average of £ 600 p.a. This means different changes for each household but these include the ability to turn on the heating more often or the ability to go out more because of improved mobility allowance payments

Improved well being for 700 families resulting from reduction of panic and anxiety measured by difference between entrance and exit survey

prevention of homelessness : including the withdrawal of a summons or a threat of summons or the restoration of benefit without which eviction would have followed

increased access to advice which provides Londoners with access to justice

increased knowledge of rights amongst Londoners who receive advice and attend training sessions

Who will benefit?

About your beneficiaries

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

2,400

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

Westminster (50%)

London-wide (50%)

What age group(s) will benefit?

0-15

16-24

25-44

45-64

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?

11-20%

Funding required for the project

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

Expenditure heading	Year 1	Year 2	Year 3	Total
Office Manager salary +NI.	33,107	34,101	35,123	102,331
rent (pro rata to project)	18,500	19,000	19,500	57,000
caseworker salary+NI	27,388	28,210	29,051	84,649
overheads , phone postage stationery etc pro rata	21,000	21,700	22,500	65,200
volunteer coordinator salary and NI (pro rata)	15,131	15,585	16,052	46,768
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0

TOTAL:	115,126	118,596	122,226	355,948
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What income has already been raised?

Source	Year 1	Year 2	Year 3	Total
westminster foundation	6,600	6,700	6,800	20,100
cornwell foundation	5,000	5,000	5,000	15,000
tudor Trust	15,000	15,000	15,000	45,000
	0	0	0	0

TOTAL:	26,600	26,700	26,800	80,100
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What other funders are currently considering the proposal?

Source	Year 1	Year 2	Year 3	Total
comic Relief	40,926	40,926	40,926	122,778
Plater Trust	20,500	0	0	20,500
	0	0	0	0
	0	0	0	0

TOTAL:	61,426	40,926	40,926	143,278
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How much is requested from the Trust?

Expenditure heading	Year 1	Year 2	Year 3	Total
caseworker salary	27,388	28,210	29,051	84,649
overheads assuming not all comes from Comic Relief	21,000	21,700	22,500	65,200
	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:	48,388	49,910	51,551	149,849
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Finance details

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

Financial year ended:	Month: December	Year: 2012
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Income received from:	£
Voluntary income	335,824
Activities for generating funds	25,525
Investment income	372
Income from charitable activities	0
Other sources	900
Total Income:	362,621

Expenditure:	£
Charitable activities	319,907
Governance costs	6,227
Cost of generating funds	15,897
Other	0
Total Expenditure:	342,031
Net (deficit)/surplus:	20,590
Other Recognised Gains/(Losses):	0
Net Movement in Funds:	20,590

Asset position at year end	£
Fixed assets	21,678
Investments	0
Net current assets	101,752
Long-term liabilities	0
*Total Assets (A):	123,430

Reserves at year end	£
Endowment funds	0
Restricted funds	47,716
Unrestricted funds	75,714
*Total Reserves (B):	123,430

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

Statutory funding

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

Organisational changes

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

Since December 2012 we have added 2 new projects both funded by the Big Lottery adding 1.6 new members of staff. We have also increased our campaigning work so that we now have 1.3 people in that team. We have been operating in 2013 at a slight deficit which may eat a little into our free reserves. Many big grants have come to an end.

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	0	0	0
Health Authorities	0	0	0
Central Government departments	0	0	0
Other statutory bodies	0	0	0

Previous grants received

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

Name of Funder	2010 £	2011 £	2012 £
Porticus Foundation	42,500	50,000	50,000
Tudor Trust	29,167	32,000	20,000
Trust For London	37,000	71,500	64,500
oak foundation	0	105,000	78,792
Getty Foundation	25,000	25,000	25,000

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: **Joanna Kennedy**

Role within **Chief Executive**
Organisation:

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MEETING: 13/03/2014

Ref: 12018

ASSESSMENT CATEGORY - Resettlement and Rehabilitation of Offenders

Changing Paths Charitable Trust Limited

Adv: Jenny Field

Amount requested: £50,000

Base: Outside London

Benefit: London-wide

Amount recommended: £50,000

Purpose of grant request: We are requesting funding for core costs to maintain infrastructure.

Background

Changing Paths was established in August 2010 by the Wates family through its Wates Family Enterprise Trust. Changing Paths registered as a charity in December 2011.

It aims to support offenders and ex-offenders by providing employment training and supporting them into employment, primarily within the construction industry and its supply chain. It is based within the grounds of HMP Rochester and Rochester Young Offenders Institute. It works mostly with Probation Trusts in London and Kent, HM Prison Service, Jobcentre Plus, the Department of Work and Pensions and other government providers. Its main geographical focus is London, but it also covers part of the South East due to the location of some of the feeder prisons. Offenders and ex-offenders come to Changing Paths either by referral (mainly through the Prison service and Probation Trusts) or as a result of direct contact. Currently, Changing Paths provides accredited training in three main programmes:

1. **Liberty Employment:** Under this programme, offenders and ex-offenders receive accredited training to enable them to obtain the Construction Skills Certification Scheme card, a mandatory requirement for working on a construction site, and the Certificate of Competence of Demolition Operatives. This is then followed by a two-week placement on a Wates construction site.
2. **Liberty Stonework:** This programme provides certificated training in stonemasonry. Your assessing officer was able to see the workshop in HMP Rochester on the day of her visit, where commissioned works – including plaques, sun dials and headstones – are produced to a very high standard.
3. **Liberty Catering:** This programme provides the visitors' café facilities at HMP Rochester, as well as catering services for the prison's conferences and meetings. It also provides catering services for Thames Tideway Tunnel's offices in Paddington where it has established Sir Joe's Café. Training is provided in food hygiene and catering, whilst the opportunity to gain retail experience is a useful and transferrable skill. Changing Paths has recently developed a partnership with the Pret a Manger Foundation which will provide employment opportunities for its job-ready trainees.

Once trained, all clients of Changing Paths receive tailor-made support to help them find and retain employment. This might be in very practical things, such as help to open a bank account or to obtain a driving license, as well as mentoring once employment has been obtained.

Funding History

None.

Current Application

Changing Paths is requesting a contribution towards its core costs over the coming two years.

According to Home Office statistics, it costs between £38,000 and £41,000 a year to keep an offender incarcerated (rising to as much as £178,000 for a secure training centre. 58% of adult male prisoners and 70%+ of young adults re-offend within two years of release. Whilst it is early days for Changing Paths, it believes that its approach – of helping those it works with gain qualifications and a real job, combined with tailored aftercare, make a real difference in changing attitudes and behaviour that lead to offending. As one construction site manager said:

"I am always willing to take on a Changing Paths candidate. Their enthusiasm encouraged the rest of the team."

Financial Observations

Audited accounts for the year ended 31st March 2013 show a surplus of £9,248 (4.4%), wholly comprising unrestricted funds.

The charity's reserves policy aims to hold free unrestricted reserves equivalent to three months' worth of expenditure, which equates to £103,587 based on 2014/15 projected expenditure. At 31st March 2013, free unrestricted reserves stood at £70,969, which is equivalent to 2.1 months' worth of 2014/15 projected expenditure.

The forecast for the current year to 31st March 2014 shows a surplus of £27,939 (8.1% of turnover), comprising £22,939 on unrestricted funds and £5,000 on restricted funds. Total income is £343,673, of which £315,634 (91.8%) has been confirmed.

The budget for 2014/15 projects a potential surplus of £96,050 (18.9% of turnover), wholly comprising unrestricted funds. Total income is projected to be £507,500, however at 21st February 2014 only £72,500 (14%) of projected income had been confirmed. Fundraising events and donated income are anticipated to generate £40,000 (8%) and trading income is projected to be £115,000 (23%). Remaining projected income of £280,000 (55%) is anticipated from grant funding applications awaiting a decision amounting to £97,000 (19%) and a new contract bid worth £183,000 (36%), the outcome of which should be known in May 2014. The charity advise that if these grant funding applications and the contract bid are not successful, projected expenditure will be reduced with the aim of breaking even.

Officer's Appraisal

Changing Paths appears to be achieving impressive results, with good pathways into employment. In the longer-term, its capacity for earned income will increase as the social enterprise activities of Liberty Stonework and Liberty Catering grow. Although some of its work is in the South East, the majority of those with whom it works are from Greater London.

Recommendation

£50,000 over two years (2 x £25,000) towards the core costs of Changing Paths.

The City Bridge Trust

Investing In Londoners: Application for a grant



About your organisation

Name of your organisation: Changing Paths Charitable Trust Limited	
If your organisation is part of a larger organisation, what is its name?	
In which London Borough is your organisation based? Outside London	
Contact person: Mr Philip Southam	Position: Resource & Development Coordinator
Website: http://www.changingpaths.co.uk	
Legal status of organisation: Registered Charity	Charity, Charitable Incorporated Company or company number: 1145205
When was your organisation established? 06/08/2010	
Aims of your organisation: Changing Paths engages with Probation Trusts in London and Kent, HM Prison Service and other prison service providers including charities and social enterprises. We work with major national and regional providers and contractors to the National Offender Management Service, Department for Works and Pensions, Jobcentre Plus, London Development Agency and other government providers. We have also worked with the Olympic Delivery Authority. We specialise in delivering our service in London and the South East. Changing Paths places male and female offenders and ex-offenders into skilled, sustainable and paid employment within the construction and retail industries. Some have never worked and have no work history; we give them the opportunity to change through a mentored programme of new skills and work experience - including any required qualifications - as a prelude to a job.	
Main activities of your organisation: We select offenders and ex-offenders from either referrals (mainly Prison and Probation Services) or through direct contact; as Changing Paths has become known as a route of choice for those in the prison population with a genuine desire to change their life prospects. For the offenders selected, they will be trained and obtain formal qualifications before being placed in full-time work. Others, either during their sentence or on release, will be placed and obtain in-house training and qualifications relevant to their placement and consequently will be able to support themselves and their families. Changing Paths has a large employer base with a firm commitment for prearranged work placements including full-time jobs for the individuals who come through the Changing Paths construction skills training as it is important to provide a smooth transition from work experience to paid employment. We also have various enterprises underway including stonemasonry, optometry and retail as well as construction.	

Number of staff

Full-time:	Part-time:	Management committee members:	Active volunteers:
6	1	7	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?
Rented	Our office is rent free

Grant Request

Details of grant request

Under which of City Bridge Trust's programmes are you applying? Resettlement and Rehabilitation of Offenders
Which of the programme outcome(s) does your application aim to achieve? More ex-offenders successfully and sustainably resettled in the community and re-offending rates reduced
Please describe the purpose of your funding request in one sentence. We are requesting funding for core costs to maintain infrastructure.
When will the funding be required? 03/02/2014
How much funding are you requesting? Year 1: £25,000 Year 2: £25,000 Year 3: £0 Total: £50,000
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? This is an on-going project. Along with current and prospective funding, in January 2013 we completed negotiations with an established social enterprise Liberty Glasses, also in February 2013 Changing Paths established Liberty Catering; a social enterprise programme providing refreshments at the Tideway Tunnel staff canteen in London - employing ex-offenders.
If you need any planning or other statutory consents for the project to proceed, what stage have the applications reached? Not applicable

Summary of grant request

Three quarters of offenders do not have a job to go to on release and 58% of ex-offenders re-offend within two years of leaving prison. Changing Paths is a route of choice, other than reoffending, for those in the prison population and the long term unemployed. Changing Paths meets the need of the Criminal Justice System, the Prison and Probation Services and the offender, by reducing reoffending and the costs to the public. Prison and Probation services have also identified that there is a gap in the provision of jobs for offenders preparing to leave custody.

Offenders are either referred directly by the Prison and/or Probation Service or - as is becoming more frequent - contact Changing Paths directly. In conjunction with this, each offender is assessed for suitability by Changing Paths with regard to their individual needs and abilities. We work closely with both to identify suitable candidates for our employment opportunities. We are looking for individuals with a basic level 1 education, no real experience of work, but are willing to change. Candidates must show they are able to communicate, be able to take directions from authorised people as well as having an aptitude and an interest in the construction and/or retail industries. We do source other vocations if feasible.

If still serving their sentence Changing Paths can obtain the offenders release on a temporary licence (ROTL) in order for them to gain work experience, this being a further demonstration of their personal commitment. Work placements are generally in the Greater London area where Changing Paths has guaranteed employment opportunities available, including with London Tideway.

For offenders selected, they will be trained and obtain formal qualifications before being placed in full-time work. Others, either during their sentence or on release, will be placed with one of our partners and obtain in-house training and qualifications relevant to their placement (this tends to be more specialised). We organise mandatory training classes for a Construction Skills Certification Scheme card (CSCS) - a mandatory qualification - also a Demolition card (CCDO). Changing Paths will pay travel expenses and administrative fees for courses and liaise with the relevant authorities and the Candidate concerning the above, also checking documentation and verifying they have a National Insurance number, a bank account, passport and driving licence and a correct Unique Tax Reference (UTR) tax number.

The ongoing mentoring that Changing Paths provides has proved crucial to maintain a credible success rate as these early days are the most demanding for the offender. By maintaining personal contact for up to eighteen months, each offender is assured that they have the support of both their employer and Changing Paths personnel; a demanding but extremely worthwhile policy that has paid dividends for all concerned. This not only contributes to a fall in re-offending rates, ergo savings to the public purse as it costs the taxpayer between £38000 and \$41000 to keep offenders incarcerated, it bolsters self-worth and confidence which is reflected in their daily life.

Since early 2010 Changing Paths has enabled more than 7,700 hours of Work Trials/Experience, 15,000 plus hours of Skills Training, have provided 24 Apprenticeship placements and over 200 offenders into full-time work.

Changing Paths will invest time, money and expertise to facilitate skill-based training in trades in demand within the construction industry and provide routes into employment. To this end we have recently established a Stonemasonry Workshop inside HMP Rochester plus a further workshop outside the grounds. Selected offenders and ex-offenders are offered apprenticeship opportunities in this unique and sought after field.

Outputs and outcomes

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

To provide an increase in full-time employment for offenders and ex-offenders. Our target is up to 100 per year.

To see a further increase in our partner base and thus opportunities for offenders. Liberty Catering has and will continue to provide Changing Paths with High Street retail opportunities.

By the end of 2014: to provide the construction industry with trained and qualified Stonemasons (ex-offenders).

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.

Society: A reduction in reoffending rates thus contributing to an improved and safer society, also a saving to the public purse.

Offenders: Employment, security, a sense of achievement and self-worth, the opportunity to break the reoffending cycle.

Community: Breadwinners for families leading to unity and stability.

Who will benefit?

About your beneficiaries

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

100

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

London-wide (100%)

What age group(s) will benefit?

16-24

25-44

45-64

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
Core costs	25,000	25,000	0	50,000
	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:	50,000	25,000	0	50,000
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What income has already been raised?

Source	Year 1	Year 2	Year 3	Total
Trust for London	17,500	13,125	0	30,625
Monument (Sainsbury)	17,500	0	0	17,500
The Henry Smith Charity	10,000	10,000	0	20,000
LankellyChase	10,000	10,000	10,000	30,000

TOTAL:	55,000	33,125	10,000	98,125
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What other funders are currently considering the proposal?

Source	Year 1	Year 2	Year 3	Total
The Mercers Charitable Trust	7,500	7,500	0	15,000
The Freemasons Grand Charity	15,000	10,000	0	25,000
The Triangle Trust	40,000	30,000	20,000	90,000
	0	0	0	0

TOTAL:	62,500	47,500	20,000	130,000
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How much is requested from the Trust?

Expenditure heading	Year 1	Year 2	Year 3	Total
Core costs	25,000	25,000	0	50,000
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0

TOTAL:	25,000	25,000	0	50,000
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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	69,901
Activities for generating funds	26,942
Investment income	0
Income from charitable activities	91,500
Other sources	20,600
Total Income:	208,943

Expenditure:	£
Charitable activities	165,885
Governance costs	958
Cost of generating funds	4,989
Other	14,347
Total Expenditure:	186,179
Net (deficit)/surplus:	186,179
Other Recognised Gains/(Losses):	-13,517
Net Movement in Funds:	9,247

Asset position at year end	£
Fixed assets	0
Investments	0
Net current assets	70,969
Long-term liabilities	0
*Total Assets (A):	70,969

Reserves at year end	£
Endowment funds	0
Restricted funds	0
Unrestricted funds	70,969
*Total Reserves (B):	70,969

* 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?
1-10%

Organisational changes

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

In addition to the Report and Accounts a Trustee has been assigned to oversee each of the enterprises.

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	0	0	0
Health Authorities	0	0	0
Central Government departments	0	0	0
Other statutory bodies	22,500	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 £
Wates Giving	86,000	0	0
The Henry Smith Charity	0	9,500	20,000
Monument (Sainsbury)	0	0	35,000
Trust for London	0	0	35,000
The Bromley Trust	0	0	15,000

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: **Philip Southam**

Role within **Resource & Development Coordinator**
Organisation:

Committee(s):	Date(s):
City Bridge Trust	13/03/2014
Subject: Strategic Initiative – Research on Access to the Arts for People with Learning Disabilities	Public
Report of: Chief Grants Officer	For Decision
Summary	
<p>This report requests funding to commission scoping research to determine the current status of access for people with learning disabilities to museums, galleries and performing arts in London and to determine strategies for improvement.</p>	
Recommendation	
<p>Members are asked to:</p> <p style="padding-left: 40px;">Approve a sum of £40,000 from your allocation for Strategic Initiatives to commission Lemos&Crane to undertake research into the scope for people with learning disabilities to access the Arts in London.</p>	

Main Report

Background

1. The Trust has been a regular and significant supporter of access to services for disabled Londoners since it commenced its grant-making in September 1995. Since then, you have awarded several millions of pounds to projects across and crossing London to enable disabled people to live more independently and to have the opportunities that many of us take for granted.
2. You have had a focus on disability and access issues in every major funding programme since your inception. In 2007 you published “Opening Doors Across London” – an examination of the impact of your support for better building access and guidance for those considering such improvements and which upheld the view that your support for better access to buildings has had a significant and far-reaching impact on service provision and on policy.
3. Your current programmes – Investing in Londoners – continue the commitment to access to buildings and services with a particular focus on ensuring that disabled Londoners can take part in arts and sport. Other programme strands incorporate support to enable people to live more independently and to address, for example, some of the consequences of poor mental health.

Current Position

4. Whilst much has been achieved in the past 15-20 years to make London a more accessible city (driven, also, by legislation such as the Disability

Discrimination Act 1995 and subsequent amendments and latterly the Equality Act 2010) much of the emphasis – and benefit – has been on addressing the needs of people with physical disabilities. Those with learning disabilities have not fared as well.

5. The social lives of adults with learning disabilities too often revolve mostly around day centres, pubs, cafes and sitting at home watching television or on the internet. Access to more meaningful social activity - including sports clubs, the arts, museums and galleries – is an essential component in building resilience and protective and empowering social networks.
6. Despite longstanding commitments to access, participation, learning and diversity, the major museums, galleries and arts venues are not required by funders or policy makers to promote access for people with learning disabilities to the same degree they might be for those with physical disabilities. The websites of most major venues are explicit about their support for physically disabled people to enter and enjoy their buildings and services but are mute by comparison on their support for learning-disabled people, especially adults.
7. This is not to say, of course, that nothing is happening. There have been, and are, some very good initiatives though many of these are event-type (eg festivals) or short term projects.
8. In short, progress on improving access for people with learning disabilities is at best small scale, limited, patchy and not sustained. The impact, therefore, is minimal. There is no established body of good practice for improving access in performing arts venues and, particularly, in galleries or museums (60% of which are in London). As well as there being a big gap in policy and practice, there is also very little research.

Proposal

9. Your officers convened a breakfast seminar in December 2013 attended by representatives from the British Museum, the V&A, the Barbican, and the London International Festival of Theatre. Other funders were also represented, including Esmee Fairbairn Foundation and the Rayne Foundation, whilst from the disability arts world came Shape Arts, Heart n Soul and Magpie Dance. All agreed that much more needed to be done to improve access for adults with learning disabilities but, foremost, was the need to determine the current picture, through research.
10. Since the breakfast seminar initial discussions with the Heritage Lottery Fund (HLF) confirmed that the picture was “patchy at best”. Staff at HLF are keen to be involved in any research undertaken.
11. It is proposed to commission a scoping study to understand the extent and nature of activities and approaches to improving access to the arts, galleries and museums for people with learning disabilities; and to identify gaps and make recommendations for good practice as well as policy. The key objectives would be:

- To review the policy and practice of performing arts venues, galleries and museums in London in relation to adults with learning disabilities
 - To identify activities and projects currently taking place to improve access
 - To identify activities and projects being undertaken in adult social care or in supported housing to improve access to such activities
 - To scope a larger programme of work with venues to develop and disseminate models of good practice
 - To make recommendations for funders and venues on improving access for adults with learning disabilities
 - To present and discuss the findings at a seminar for funders and service providers
12. Given the nature of the subject and the constituency it is proposed to commission Lemos&Crane (sic) to undertake this research. They have delivered very effective and valuable research for you on previous occasions, including that which instigated your Fear & Fashion programme and, more recently, on the research leading to your highly regarded publication *The Arts Case – Why the Arts make a difference*. They currently operate your Growing Localities Awards scheme which, in this second year, has seen an increased profile and attracted a greater number of applications than last year. They also bring to the table excellent contacts and credibility within the Arts world (Gerard Lemos CMG is currently Vice-President of the British Board of Film Classification and was previously Deputy Chairman, then Chairman, of the British Council) whilst having practical knowledge of the Trust's work and its position within the City Corporation.

Costs

13. Lemos&Crane have provided detailed costings for undertaking the scoping and research and which amount to £40,000 (ex VAT). These costs include the writing of the final paper (including its design and web enabling); its dissemination and promotion online; and on the organisation and running of a seminar to take forward any recommendations. The costs, calculated on daily rates of researchers and senior personnel involved, are reasonable.

Conclusion

14. Whilst access to goods and services for people with physical disabilities has greatly improved in the past 20 years – largely through a combination of stick (legislation) and carrot (greater understanding and awareness) – the same cannot be said for people with learning difficulties. By focusing on improving access to the arts, (particularly to museums, galleries and theatres) your Trust can play a significant and timely role in enabling learning-disabled adults to enjoy the freedom and choices which many of us take for granted. The scope to mobilise other funders to use their influence to instigate change in this area is also considerable.

Ciaran Rafferty

Principal Grants Officer

T: 020 7332 3186 E: Ciaran.rafferty@cityoflondon.gov.uk

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Committee:	Date:
City Bridge Trust Committee	13 th March 2014
Subject: Strategic Initiatives: City Philanthropy	Public
Report of: Chief Grants Officer	For Decision
Summary	
<p>This paper proposes that you build on the success of your <i>City Philanthropy – a wealth of opportunity</i> initiative by increasing its capacity, until December 2015:</p> <ul style="list-style-type: none"> • to increase the number of young City professionals engaged in philanthropy earlier in their careers, and • to promote London as a global centre of philanthropy. 	
Recommendation	
<p>Members are asked to:</p> <ul style="list-style-type: none"> • Approve the sum of £222,000 to engage the Association of Charitable Foundations to expand your <i>City Philanthropy a wealth of opportunity</i> initiative until December 2015 to be costed against your budget for Strategic Initiatives 2013/14. 	

Main Report

1.0 Background

- 1.1 At your meeting in September 2012, you received a paper setting out the City of London Corporation's Strategy on Philanthropy, as discussed at the Resource Allocation Sub-Committee Away Day in July 2012. The Strategy comprises philanthropic activities which you have been funding since September 2010.
- 1.2 The concept for *City Philanthropy – a wealth of opportunity* originated from research that was funded by the Policy and Resources Committee in 2008 when Policy Exchange was commissioned to examine how a culture of philanthropy could be further developed within the financial services industry. Its resulting report, *Give and Let Give – Building a culture of philanthropy in the financial services industry* concluded that a neutral body should drive forward a web-based platform for high net worth individuals about philanthropy and that this body should lead a campaign to increase philanthropic activity. Further development of this recommendation stalled as a result of the financial crisis that hit the banking industry. However, by September 2010, the advent of recovery within key areas of the financial services industry, combined with austerity and the comprehensive spending

review, meant that the time was right to re-visit those findings. This resulted in you funding the Association of Charitable Foundations to establish the City Philanthropy – a Wealth of Opportunity initiative.

- 1.3 In November 2012, you approved funds to support these various activities as a strategic initiative to be brought together under the banner of *City Philanthropy – a wealth of opportunity*. This included the sum of £160,000 over 3 years to pay for the cost of your City Philanthropy Director, Cheryl Chapman, for 3 days a week to manage the various projects funded under the banner; as well as the development of the City Philanthropy website; and the continued mapping and ‘joining up of philanthropic activity in the City. The grant is being hosted and managed by the Association of Charitable Foundations.

2.0 City Philanthropy – a wealth of opportunity: achievements since January 2013

- 2.1 At your January 2014 meeting, you received a presentation from Cheryl Chapman, updating you on the achievements of *City Philanthropy – a wealth of opportunity*. Much has been achieved so far and it has fast become clear that there is a real appetite for philanthropy amongst young City professionals. Additional resources would provide more capacity to harness and build on this enthusiasm and to promote London as a global centre for philanthropy.

2.2 City Philanthropy Website

The website is an essential platform for promoting philanthropy in the City. It has received more than 8,000 visitors from over 10 countries (although most are from the UK). 65% are under the age of 44 and it has just over 1,100 subscribers for the free bulletin.

2.3 City Funding Network

This involves around 65 young professionals and it has raised over £80,000 for 9 charities over 3 events (you are funding it to run 2 events a year). At the last event held early in December 2013, 41 of the attendees were newcomers and 38 were new donors.

2.4 Young Philanthropy

Five syndicates have completed their course, having invested approximately £30,000 in five charities as well as the giving of time and skills by the young professionals concerned. 23 syndicates are currently running, involving 345 young professionals who will invest £138,000 over the coming 12 months in a wide range of projects. 24 more syndicates are due to launch in the next 6 months which will engage an additional 360 young professionals and invest a further £148,000. Proposals to build on and expand this work will be brought to your April Committee meeting.

2.5 City Philanthropy Exhibition

You may recall that the exhibition, curated by the Museum of London, was launched at Charterhouse on 29th October 2013. It was a great success, attracting higher than anticipated visitor numbers and receiving widespread media attention.

2.6 Beacon Awards for City Philanthropy

The Beacon Awards for City Philanthropy opened for nominations in October 2012, with a total of 93 nominations being received across all the categories (including the City Philanthropy category). The former Chief Grants Officer was a member of the judging committee and the late Lord Mayor was a member of the Board of Judges which made the Judges Special Award. The prestigious awards ceremony took place at Mansion House in February 2013, hosted by the late Lord Mayor. The winners of the Beacon Award for City Philanthropy were Harvey McGrath, John Stone and the eight founders of Young Philanthropy. Proposals to fund the Beacon Awards 2014-16 will be brought to your April Committee meeting.

2.7 Press & Media Coverage

Cheryl Chapman has worked closely with the media agency, Champollion, during the year. Several press articles published during the year, including in-depth interviews with the Lord Mayor, have referenced City Philanthropy, City Bridge Trust and its trustee, the City of London Corporation. The major focus of media work was, of course, the City Philanthropy Exhibition. In total, there were 4 national press articles, 1 international press piece, 4 magazine articles, 2 TV news items and 1 radio broadcast. In addition, there was considerable social media activity, in particular through Twitter and bloggers.

3.0 Building Capacity to Achieve Strategic Aims

3.1 Extending the Director of City Philanthropy's hours

Currently, Cheryl Chapman is funded to work for three days per week as Director of City Philanthropy. However, in practice she puts in more hours than this, for example, in the run up to, and during, the City Philanthropy Exhibition. In order to increase her capacity to develop the strategic direction of City Philanthropy and to continue to manage the various activities taking place under its banner, it is proposed that her hours are increased from three days to four days per week. She would continue to be employed by the Association of Charitable Foundations.

3.2 City Philanthropy Website

Lack of capacity means that the website has not been updated as regularly as it could have been. The website has also evolved to a point where it needs to be refreshed to make it a hub for all things philanthropic in the City. To this end, it is proposed to engage a full-time website writer/editor who would be able to produce content for the website and produce e-bulletins etc. This would free up the time of Cheryl Chapman to further develop City Philanthropy at the higher, strategic level. Additionally, it is proposed to engage an apprentice who would be involved in general office duties and helping with events and the touring City Philanthropy Exhibition (see paragraph 3.3).

3.3 Measuring Impact

Now that City Philanthropy is established as a 'brand' it is essential that it is able to measure its impact, for example, in terms of changing attitudes amongst young City professionals towards, giving, how much people give and to which causes. It is proposed to commission an agency such as the Coalition for Efficiency (whose mission is to work with existing charities to find

ways of running themselves more efficiently and effectively) to identify impact measurements for City Philanthropy and a framework for evaluating its success.

3.4 Research

It is proposed to commission a piece of research to help better understand philanthropy and its relationship with the City, working closely with the Cass Centre for Charity Effectiveness or another body. Now that City Philanthropy has gained a head of steam and given that such an appetite for philanthropy has emerged amongst young City professionals, it would seem timely to update the *Give and Let Give* research that was outlined in paragraph 1.2.

3.5 City Philanthropy Exhibition on tour

Following the success of the City Philanthropy Exhibition during November 2013, there is a need to promote and engage organisations that are potential hosts for the exhibition at events around the City. To date, there has been some interest from the Livery Companies, Guildhall, Guildhall Library and Cass Business School. The exhibition content might also be shown on hoardings in the City, particularly City of London building sites. This would necessitate re-formatting the exhibition's art work.

3.6 Philanthropy Events

As part of the City Philanthropy Exhibition programme, City Philanthropy organised 6 events which were well attended, attracted more than 750 people and received excellent feedback. It is proposed to hold a one-day philanthropy conference, probably at Guildhall on 'Why Rich People Give'. In addition, City Philanthropy has been approached by the Charities Aid Foundation to host the first ever Sunday Times Giving List in May 2013. It is proposed to hold this event at Guildhall.

3.7 Go Pro Bono

You may recall that you are funding the Coalition for Efficiency to develop a website that brings together the various web-based volunteering intermediary bodies into a single platform. This is in order that users (such as City professionals with time and expertise to offer) can easily find and distinguish between the types of volunteering services being offered, the types of organisation that can be supported, the type of volunteering opportunities, which ones offer paid-for services, which are free etc. This is due to launch in April 2014 and a modest budget is sought as part of this proposal for PR support (such as through your media agency, Champollion, for example) during the launch.

3.8 Lord Mayor's Appeal

Cheryl Chapman has worked closely with the Lord Mayor's Appeal (itself the subject of a Strategic Initiative in your papers today) and during 2014 will input into the Diversity in Giving event in May and the City Giving Event in July.

3.9 Advisory Capacity

It is proposed that City Philanthropy has input of an advisory capacity at a high level by someone with good City connections at board level who can generate interest in City Philanthropy at this level and who understands the operating environment of the City of London Corporation. It is envisaged that the person would be engaged for one day per month to offer advice on the

strategic direction of City Philanthropy and to provide support to Cheryl Chapman as the Director of City Philanthropy.

3.10 **Inspired 50**

City Philanthropy has been approached by the City Philanthropy Club (a members-only club of City professionals who aim to channel their giving in a way that is strategic, effective and sustainable, through exclusive social and networking events) to help them bring together a network of 50 City people involved in creating their own philanthropic projects. This would be an excellent way to build a stock of inspirational case-studies for dissemination through the City Philanthropy website and possibly through a film and/or publication.

3.11 **Educational Resources**

There remains a dearth of education materials and resources around philanthropy. It is proposed to produce a guide on philanthropy, in consultation with Cass Centre for Charity Effectiveness (located in the Cass Business School) and/or other partners. Cass is likely to be interested in such resources for its charity management post-graduate courses, in particular, its post-graduate courses in Grant-making, Philanthropy and Social Investment.

4.0 **Cost**

4.1 The cost of these proposals is broken down in the table below.

	2014	2015	TOTAL
Director of City Philanthropy additional salary costs	13,000	17,000	30,000
Website & Copy writing additional costs	46,100	57,500	103,600
Philanthropy Events	25,000		25,000
Re-formatting of City Philanthropy Exhibition panels	5,000		5,000
Go Pro Bono PR	1,000		1,000
Impact Measurement	6,000		6,000
Advisor to City Philanthropy	3,600	4,800	8,400
Inspired 50	8,000		8,000
Educational Materials	5,000	10,000	15,000
Research	20,000		20,000
Total	132,700	89,300	222,000

5.0 Financial Observations

- 5.1 The Association of Charitable Foundation's audited accounts for the year ended 31st December 2012 show a surplus of £93,835 (9.4% of turnover), comprising £71,202 on restricted funds and £22,633 on unrestricted funds.
- 5.2 The reserves policy states that the organisation aims to hold free unrestricted reserves sufficient to cover approximately three to six months' worth of unrestricted expenditure, which is equivalent to between £172,758 and £345,516 based on current budgeted expenditure. As at 31st December 2012, free unrestricted reserves stood at £219,427, which is equivalent to 3.8 months' worth of current budgeted expenditure.
- 5.3 Draft accounts for the year ended 31st December 2013 show a deficit of £39,858 (4.7% of turnover), comprising a deficit of £49,690 on restricted funds partially offset by a surplus of £9,832 on unrestricted funds. The deficit was due to expenditure on restricted funds received in the previous year.
- 5.4 The budget for the current year to 31st December 2014 projects a deficit of £35,077, comprising a deficit of £50,025 on restricted funds partially offset by a surplus of £14,947 on unrestricted funds. Total projected income amounts to £898,500, of which £192,520 (21%) had been confirmed at the start of the year, with £705,980 (79%) to be earned from trading activities, membership subscriptions and events during the year.

6.0 Conclusion

- 6.1 *City Philanthropy – a wealth of opportunity* is now established as a brand and it is timely, therefore, to build on this success, develop new areas of philanthropic activity in the City, with a particular emphasis on young City professionals and promote London as a global centre for philanthropy.
- 6.2 Whilst much has been achieved to date, with additional resources, more could be achieved in meeting its strategic aims. It is playing a valuable role in generating additional 'new' money at a time when public funding sources are dwindling and the need for charitable services rising

Jenny Field

Deputy Chief Grants Officer

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Committee(s):	Date(s):
City Bridge Trust	13/03/2014
Subject: Strategic Initiative – London Youth Inclusion Project	Public
Report of: Chief Grants Officer	For Decision
Summary	
<p>This report requests funding over three years to enable London Youth to support its membership of 400+ youth clubs to better accommodate and provide for young disabled people.</p>	
Recommendation	
<p>Members are asked to:</p> <p style="padding-left: 40px;">Approve a grant to London Youth for £216,000 over three years (£68,000; £112,000; £36,000) from your Strategic Initiatives allocation for the revenue costs of delivering the Inclusion project.</p>	

Main Report

Background

1. London Youth (LY) is the working name of the charity that is The Federation of London Youth Clubs. It grew out of the Ragged Schools' movement of the nineteenth century and, today, is the principal membership body for youth organisations across Greater London (currently 400+ in number).
2. As an organisation it has history and experience in abundance and has a long and supportive association with the City and, in particular, with the Livery Companies. HRH The Duke of Edinburgh has been its (very active) Patron since 1946 – since before he married, in fact.
3. Your Committee has been a regular supporter of London Youth's work over the years, valuing it as a very important and capable instigator of positive change and support for young people. You are currently funding it £55,000 for the third and final year of a project (Urban Nature) supporting young people to become local environmental champions. This grant is due to end in March 2014. All grants previously awarded have been delivered to a high standard.
4. London Youth is also your partner agency in your current programme supporting youth organisations to achieve an accredited Quality Mark (the London Youth Quality Mark Awards).

Current Position

5. London Youth supports a network of over 400 diverse community youth organisations where young people choose to go. With unique reach to over 75,000 young Londoners it delivers programmes with and through this network in every London Borough and at its two residential learning centres outside the capital. Its mission is to support and challenge young people to be the best they can be.
6. Whilst aiming to work with all young people LY places a particular emphasis on those who wouldn't otherwise have access to the opportunities on offer. This proposal (called ***Inclusion***) is targeted at establishing and delivering a clear offer to young people with disabilities, with the aim of maximising their inclusion in all aspects of LY's work.
7. Recognising that every young disabled Londoner has individual needs, LY wants to be able to offer all of them more opportunity to build their confidence, character and skills by accessing a member club and/or LY's own programmes. It would do this through creating change in 4 key strands of its work:
 - a. *Membership development*. Supporting member organisations, through a dedicated learning network, to share learning and best practice on working with disabled young people and on integrated work. Knowledge and expertise would also become embedded within the training and quality assurance programmes offered to members.
 - b. *Opportunity*. Last year London Youth worked directly with 22,000 young people through its own sport, youth action and employability schemes. Inclusion will improve access to these programmes for groups of disabled young people.
 - c. *Voice*. This will aim to ensure that disabled young people will continue to be represented on Dare London (LY's youth advisory board) and on its Trustee Board.
 - d. *Best we can be*. This involves establishing and training 14 existing LY staff as Inclusion Champions. The Champions, working across all of the organisation's programme areas, will have a two-year mandate to ensure LY delivers on these strategic goals and that young Londoners with disabilities have the opportunity to boost their confidence, character and skills.
8. This 3-year project has come directly from London Youth's inclusion strategy which, itself, arose from a major review of its work with young disabled Londoners in the first half of 2013. Without additional funding as recommended this important work would not happen to the scale required.
9. The All Party Parliamentary Group for Young Disabled People provided a thorough and up-to-date audit of the practical issues faced by disabled young people in its report published at the end of 2012 "Removing barriers, promoting independence". In tandem with difficulties of transport, access and similar issues there are also more emotive forces at play, with disabled young

people twice as likely to be bullied and four times less likely to find work than their non-disabled peers.

Timeframe and Costs

10. This three year project would commence in April 2014. Annual costings against programme strands (as identified in 2.3) are shown, as requested, in Table 1 below:

Table 1

	Year 1	Year 2	Year 3	Total
Membership Development				
1. Inclusion network	£7,250	£14,500	£14,500	£36,250
Opportunity				
2. Sports development	£15,000	£15,000		£30,000
3. Centre Inclusion Officers		£16,283	£16,772	£33,055
4. Accessibility improvements		£35,000		£35,000
Voice				
5. Communications improvements		£20,000		£20,000
Best we can be				
6. Staff training	£5,000	£5,000	£5,000	£15,000
7a. Inclusion champions	£32,776	£33,639		£66,415
7b. Inclusion champions budget	£7,500	£7,500		£15,000
	£67,526	£146,922	£36,272	£250,720

11. Members will note the sum of £35,000 requested in year 2 for accessibility improvements to some of the residential/training centres. As it is unusual for you to make grants for both revenue and capital at the same time the organisation has confirmed that it will meet these costs from elsewhere. This sum is not included, therefore, in the overall sum recommended.
12. The Centre Inclusion Officers (on 6-month secondments) will operate at the two LY residential/activity centres – Hindleap in year 1 and Woodrow in year 2 – whilst the Inclusion Champions’ costs are calculated on the equivalent hourly rates for existing staff (eg Senior Instructors, Youth Involvement Officers).

Financial observations

13. Audited accounts for the year ended 31st August 2012 show an operating deficit of £102,471 (2.4% of turnover), comprising a deficit of £131,088 on unrestricted funds, partially offset by surpluses of £51,277 on endowment funds and £28,617 on restricted funds. An unrealised gain on investments of £40,631 and a realised gain on disposal of investments of £10,646 resulted in an overall deficit of £51,194.
14. The charity’s reserves policy does not give a target figure but states that “Trustees seek to retain a prudent level of reserves free from unrestricted

income.” The policy states “Trustees believe unrestricted reserves stand at a satisfactory level in light of the adopted policy but will aim to increase unrestricted reserves where possible to improve the ratio to annual planned expenditure”. At 31st August 2012 free unrestricted reserves stood at £711,299, which equates to 1 months’ worth of 2013/14 expenditure.

15. Draft accounts for the year ended 31st August 2013 show an operating deficit of £381,063 (7.8% of turnover), comprising a deficit of £397,530 on unrestricted funds partially offset by a surplus of £16,467 on restricted funds. An unrealised gain on investments of £91,631 resulted in an overall deficit of £289,432. At 31st August 2013 free unrestricted reserves are expected to be £587,299, which equates to 26 days’ worth of 2013/14 expenditure.
16. The latest forecast for the current year to 31st August 2014 shows an overall surplus of £150,380 (1.8% of turnover), comprising a deficit of £17,282 on unrestricted funds offset by a surplus of £167,662 on restricted funds. Total forecast income amounts to £8,346,124, of which £5,494,833 (65.8%) has been confirmed. This latest unrestricted deficit should see free reserves fall to £570,017, equating to 25 days’ worth of expenditure.

Conclusion

17. As well as being the lead membership body for London’s youth organisations London Youth has itself a full and important range of direct services and activities. It recognises and upholds its responsibility at the forefront of representing, developing and advocating for the capital’s young people. It knows it has a duty to lead by example and to encourage and embed good practice. It is appropriate, therefore, that it should now take a lead in developing youth services for young people with disabilities – hence the *Inclusion* project.
18. The success of *Inclusion* will mean that the member clubs, centres and programmes will be a positive experience in the life of young disabled Londoners. The organisation has a robust outcomes and evaluation approach developed with support from the Young Foundation and based on their Outcomes Framework.
19. A grant to London Youth of £216,000 over three years (£68,000; £112,000; £36,000) for the *Inclusion* project is recommended to enable a significant and lasting impact on the opportunities for young Londoners with disabilities to be supported and challenged to become the best they can be.

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Committee:	Date:
City Bridge Trust Committee (for decision)	13 th March 2014
Subject:	Public
Strategic Initiatives: The Media Trust	
Report of:	For Decision
Chief Grants Officer	
Summary	
<p>This paper proposes that you build on the success of the Media Trust's London360 initiative, providing training and mentoring for young Londoners in community journalism with funding over three years.</p>	
Recommendation	
<p>Members are asked to:</p> <ul style="list-style-type: none"> • Approve the sum of £240,000 over three years (3 x £80,000) to enable the Media Trust to further develop its London360 initiative to be costed against your budget for Strategic Initiatives 2013/14. 	

Main Report

1.0 Background

- 1.1 The Media Trust is the UK's leading communications charity which trains and works with other charities to enhance their communications, enabling communities to find their voice and make themselves heard.
- 1.2 It also provides multi-media channels, including the Community Channel, which enable community groups large and small to get their message across.
- 1.3 The Trust has worked in partnership with the Media Trust on several occasions. For example, it provided bespoke communications training to a sample of organisations funded on your first Small Grants Programme. The organisations selected were charities that would not usually have access to such quality training. This included learning how to write press releases, undertake local radio interviews, design posters and produce quality promotional videos. This was a two-year programme which culminated in a half-day learning event and awards ceremony showcasing the five organisations that had most improved their communications as a result of the training.
- 1.4 More recently, you have asked the Media Trust to work with cohorts of your Working with Londoners grantees to produce videos about themselves in an initiative called "Telling Your Stories". The most recent cohort of films were made with some of your 'Growing Localities' grantees and as well as videos for each of the participating organisations, the Media Trust produced a full-

length film featuring your Growing Localities grantees which was broadcast on the Community Channel on 26th and 28th May 2013. Blue Peter presenter, Chris Collins, appeared in and narrated the film.

2.0 About London360

- 2.1 London360 provides young Londoners with training and mentoring in community journalism. It gives them a voice and enables them to tell and disseminate the stories of London's communities via flagship media partnerships.
- 2.2 You helped kick-start this initiative with two one-year grants (2 x £142,000) for work taking place during 2011/12 and 2012/13.
- 2.3 To date, over 400 young people have been trained, and over 2,000 stories produced and distributed. A new broadcast platform on London Live, promoted by the Evening Standard, has been secured for year 4 of its inception. A Strategic Initiative grant from the Trust would provide the match-funding needed to draw down £100,000 secured from London Live, the Golden Bottle Trust and Tennyson Insurance.
- 2.4 The Media Trust aims to encourage young people from all backgrounds to participate in the project, enabling them to share community and cultural experiences. It also recruits young people through partner agencies such as Fitzrovia Youth in Action, Who Cares Trust (both of which you currently fund) and Black Youth Achievements. Of the young people worked in the last year, 41% described themselves as NEET (not in education, employment or training) and 91% were from BME communities.

3.0 Impact to date

- 3.1 The 400 young participants have developed the confidence, life skills, media skills and employability whilst telling community stories that have reached audiences of millions in London (BBC Radio London, Evening Standard, The Voice, LBC, Time Out and others) and across the UK via the Community Channel.
- 3.2 It is a credit to the success of this initiative that London Live and the Evening Standard want to provide a broadcast platform and work in partnership with the Media Trust.
- 3.3 Many of London360's reporters are now working across London's media including with ITV news, London Live, BBC Sport, BBC Radio1, MTV, ITV, Eastenders Press Office, Shine Media, Jewish Chronicle, Gospel Radio, Chinese Media, Mobo Awards and Sunrise Radio whilst others have set up their own freelance media production businesses. Training from the Media Trust gives the young reporters a unique perspective on the issues that affect London's more disadvantaged and isolated communities.

4.0 Plans for the next phase from April 2014

- 4.1 From April 2014, London360 will have a weekly broadcast magazine slot on London Live, the new London-wide channel launching on Freeview 8, as well as on the Community Channel's UK-wide television platform. This will reach audiences of over 5.5 million through broadcasts of 24 hours on Sky and

Virgin, 6 hours on Freeview, alongside a unique 24 hour window on BBC iPlayer. The Evening Standard will promote the London360 programmes, the most powerful of which will continue to be distributed through a range of wider media, including the Media Trust's exclusive partnerships with BBC Radio London, The Voice, MTV, Westside Radio and others. All content is branded London360, a brand developed by the young reporters themselves.

- 4.2 From June 2014, the Media Trust proposes to engage a further 110 disadvantaged Londoners across the year as reporters and community journalists, training them to report for broadcast TV (London Live and the Community Channel), print, radio and online media; and to develop their own progression opportunities, including for some, into paid work in London's media.
- 4.3 Of these 110, ten will be full-time community reporters, working on five-month placements at the Media Trust's offices reporting on a range of community-based issues and stories from across the Capital. Of the remaining 100, all will receive training, e-training and other resources to enable them to become 'community journalists', acting as the eyes and ears of their neighbourhoods. However, 50 of them will also receive a higher level of training from media professionals.
- 4.4 This approach would be repeated in years 2 and 3 when 2 further cohorts of 100 young people would be recruited each year.
- 4.4 During the second year of your previous funding, the Media Trust began to work more closely with the Trust, with the young people partnering some of your grant recipients to tell their stories. For example, London360 featured one of your grantees, Contact the Elderly, which works to tackle social isolation amongst older people. This was a very positive experience for all concerned and afterwards Contact the Elderly said *"We thoroughly enjoyed working with the Media Trust to produce a feature on loneliness among older people in London and appreciated the opportunity to highlight this growing issue, as well as being able to get Contact the Elderly's message out further afield"*.
- 4.5 If you approve funding today, it is proposed to build on this and provide the Media Trust with regular updates on recent grants to enable more media coverage for your grantees and recognition of your support for London's communities.
- 4.6 Whilst the Media Trust cannot guarantee that its training will lead to employment in the industry in today's difficult economic climate

5.0 Budget

5.1 The annual budget for this project is set out in the table below:

Income	£
Golden Bottle Trust	15,000
Tennyson Insurance	45,000
London Live	40,000
Total	100,000
Expenditure	
Executive Producer	44,000
Project Officer/Youth Outreach	23,000
Editor (p/t)	17,000
Online/social media producer (p/t)	13,000
Volunteer expenses	18,000
Project running costs, overheads & management	58,750
Graphics TV/online	6,000
Total	180,000
Shortfall requested from City Bridge Trust	80,000

6.0 Financial Observations

- 6.1 Audited accounts for the year ended 31st March 2013 show a deficit of £366,800 (11% of turnover), comprising £305,360 on unrestricted funds and £61,440 on restricted funds. The deficit on restricted funds arose, due to expenditure incurred in the year relating to income which was received in the previous financial year. The charity advises that the deficit on unrestricted funds was due to the trustees' decision to use up to £350,000 of its unrestricted reserves to invest in its fundraising and marketing infrastructure in order to help boost its fundraising capacity in the current tough funding climate. In the event, only £300,000 was used for this purpose.
- 6.2 The current year forecast to 31 March 2014 shows a deficit of £247,000 (7.3% of turnover), comprising deficits of £223,000 on restricted funds and £24,000 on unrestricted funds. Total projected income is £3,406,000, all of which has been confirmed.
- 6.3 The draft budget for 2014/15 projects an overall surplus of £34,000 (0.9% of turnover), comprising a surplus of £31,000 on restricted funds and a surplus of £3,000 on unrestricted funds. Total projected income amounts to £3,955,000, of which £1,776,000 (45%) had been confirmed as at 25 February 2014. Grant applications pending amount to £687,000 (17%) and

income of £1,492,000 (38%) is estimated from corporate membership, fundraising events and trading income.

- 6.4 The reserves policy states that after assessing the potential material financial risks that the charity may face that cannot be managed in other ways, Media Trust needs to build up unrestricted reserves to £500,000 (equivalent to 1.5 months' worth of 2014/15 budgeted expenditure) by March 2016, in order to mitigate against those risks. As at 31st March 2013, free unrestricted reserves stood at £406,551, which is equivalent to 1.2 months' worth of 2014/15 budgeted expenditure.

7.0 Conclusion

- 7.1 The Media Trust is highly respected for the quality of its work and as well as providing services for the voluntary sector, it also undertakes commissioned external communications work for Government (eg health campaigns) and for the private sector (eg on corporate responsibility). It is backed by and receives considerable in-kind support from many of the main TV, digital, film and print media organisations.
- 7.2 The opportunities it is able to provide the London360 reporters are without parallel. For example, one young man that came through London360 was working in low-paid part-time employment working as a security guard. He spent a total of 5 months with London360 producing, editing, presenting, and writing about a wide range of community news stories. During this time he gained the range of skills and the self-confidence to secure full-time paid employment with MTV. As he himself put it *"I'm now working with MTV and that only came about through London360. My CV is ¾ of the work I did during my time. They had a look at the footage I had been part of and called me in for an interview."*
- 7.3 The proposed work with City Bridge Trust grantees is an opportunity to add value to your grant-making by enabling their work and key messages to reach new audiences. It is also an opportunity to promote the work of the Trust more widely.
- 7.4 Support for London360 for the next three years will enable the Media Trust to build on its success to date with the London Live broadcast providing an additional and wide-reaching platform through which to tell London's stories.

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Committee: City Bridge Trust Committee	Date: 13 th March 2014
Subject: Strategic Initiatives: New Economics Foundation (nef)	Public
Report of: Chief Grants Officer	For Decision
Summary	
<p>This paper proposes that you support the New Economics Foundation (nef¹) for a further year to enable it to use the findings of its <i>Surviving Austerity</i> and to disseminate the ways in which local communities in London are finding practical solutions to the new austerity.</p>	
Recommendation	
Members are asked to:	
<ul style="list-style-type: none">• Approve the sum of £30,000 to enable the New Economic Foundation to disseminate the findings of its <i>Surviving Austerity</i> research across local authorities in London to be costed against your budget for Strategic Initiatives 2013/14.	

Main Report

1.0 Background

1.1 New Economics Foundation (nef) is the UK's leading think tank promoting social, economic and environmental justice. It has three main 'head's to its work, as follows:-

- Economy, including work in such areas as banking and finance; Social Return on Investment; and Macroeconomics.
- Environment, including work on environmental issues; transport and infrastructure; international development.
- Society, including criminal justice; democracy and participation; and public service reform/

1.2 In 2011/12, you funded nef, in partnership with Barrow Cadbury Trust and LankellyChase Foundation research into how people in two of the most economically disadvantaged parts of Birmingham and Haringey, were experiencing the effects of the recession, or the 'new austerity'.

¹ nef always uses lower case

- 1.3 Its findings, *Surviving Austerity*, were launched last July 2013 at a conference hosted by the Trust, in partnership with Barrow Cadbury Trust, LankellyChase Foundation and nef, chaired by the Chief Grants Officer.
- 1.4 Entitled “Creative Solutions for Tough Times – practical and local responses to poverty and inequality”, the conference was an opportunity to showcase a range of creative community approaches to challenging times, including London Time Credits, a new model of volunteering, that you are funding Spice to develop in London.

2.0 Findings of the *Surviving Austerity* Research

- 2.1 Using peer research, photojournalism, interviews and workshops with local residents, community organisations and local authority officers, the research addressed three key questions:
- How are people experiencing welfare reform and public sector spending reductions?
 - What does the Big Society mean for local residents?
 - What can be done at the local level to promote social justice and improve people’s well-being?
- 2.2 Not surprisingly, the research found that the combination of reduced income levels (whether as a result of unemployment, increased cost of living, reduced salaries or cuts in benefits); more precarious employment conditions; a growing demand for unpaid labour (for example, as reductions in public spending mean that more family members are required to look after relatives with care needs); and an unravelling safety net, as a result of reductions in benefits have resulted in people’s everyday insecurity levels have risen sharply.
- 2.3 Given that the ‘new austerity’ is likely to continue for some considerable time, the research asked how people were responding at the local level. It found that local communities were learning to build on their local assets in a number of creative and resourceful ways by bulk-buying food for neighbourhoods, for example, and by building social networks and more affordable services through coproduction and time-banking.
- 2.4 It called on commissioners to promote fairness by commissioning for social, economic and environmental value and to make co-production a standard model for delivering services.

3.0 Dissemination Plans

- 3.1 It is now proposed to consolidate and disseminate this work by identifying where and how practical action is being taken to mitigate the effects of austerity and promote social justice and to disseminate this in London and Birmingham. The Trust is asked to support the work in London whilst Barrow Cadbury Trust is considering funding the work in Birmingham.
- 3.2 The project will have three distinct phases. **The first phase** will begin a mapping exercise of examples of practical action successfully taking place which will include the experience and learning of the Fairness Commissions with which nef is currently engaged.

- 3.3 This will be done through desk research and interviews, with experts working in local government, grant-making foundations, and the voluntary sector, to explore where innovative approaches are being applied and to broker contacts with those organisations.
- 3.3 A brief report will then document the range of approaches being applied across the country, promoting practical resources where available and disseminating widely during phases 2 and 3.
- 3.4 **The second phase** will use a series of learning events as a means of disseminating the findings of Phase 1. Your funding would be used for a series of such events in London.
- 3.5 There would be one large London-wide event to bring together leading organisations to share their experiences and to identify solutions for the challenges they face. This would be followed by a series of smaller events that would be used as the basis for developing a set of guidance materials for others to learn from the examples, to take similar action and to train in self-evaluation approaches that track progress and assess impact. nef will develop the materials and then have them peer reviewed by organisations leading similar initiatives.
- 3.6 Finally, nef will provide practical support to interested organisations and local authorities to enable practical actions to spread across London and to stimulate peer learning.
- 3.7 In London, nef would prioritise using learning from projects responding to the new austerity that City Bridge Trust is funding, such as Spice's London Time Credits model, the civic engagement work of Paddington Development Trust, London Citizens' CitySafe campaign and the development of the Trussell Trust in London. It would also draw out learning relevant to tackling poverty, to reflect your new Investing in Londoners programme supporting work in this area. All this would add value to the work you are already funding and provide the Trust with valuable learning.
- 3.8 **Phase 3** will combine events, online learning opportunities, targeted social media work and bespoke support to disseminate the learning and guidance materials nationally.
- 3.9 This would include the development of peer networks that would promote implementation across other parts of the country. So, for example, other parts of the country could learn about practical projects taking place in London through online resources. Social media could support the development of practitioners' networks which could be complemented by site visits and/or study days.
- 3.10 The research and learning would also be shared with and promoted through the Local Government Association, London Councils and local boroughs in London. Several boroughs in London have expressed strong interest in finding out more about creative strategies for tackling poverty, following the publication of nef's *Surviving Austerity* report.

4.0 Cost

- 4.1 The total cost of this project is £60,000 of which you are requested to contribute £30,000 to represent the proportionate benefit to London. A breakdown of the costs is provided in the table below:

Item		Cost
Phase 1	Desk research, interviewing, survey	7,000
	Report write-up	7,000
Phase 2	Series of events	12,000
	Development of learning materials	10,000
Phase 3	Developing peer networks	7,500
	Communications & PR	2,000
	Travel, room hire, refreshments (for 9 events)	4,500
Total		60,000

5.0 Financial Observations

- 5.1 Audited accounts for the year ended 30th June 2013 show an overall deficit of £147,043 (4.7% of turnover) comprising a deficit of £282,167 on restricted funds, partially offset by a surplus of £135,124 on unrestricted funds.
- 5.2 The charity's reserves policy is to ensure that each of its programmes has confirmed funding or general reserves to meet at least 3 months' worth of operating costs, which is equivalent to £846,500 based on 2013/14 expenditure. In addition, it aims to hold a general reserve of £250,000 as a further measure of stability for the organisation. The total target holding is £1,096,500 which is equivalent to 3.9 months' worth of 2013/14 expenditure.
- 5.3 As at 30th June 2013, free unrestricted reserves stood at £538,506, which is equivalent to 1.9 months' worth of 2013/14 expenditure.
- 5.4 The budget for the current year to 30th June 2014 forecasts a surplus of £123,000 (3.5% of turnover), comprising a surplus of £337,000 on unrestricted funds partially offset by a deficit of £214,000 on restricted funds. Total projected income amounts to £3,509,000, of which £2,707,000 (77.1%) was confirmed as at 14 February 2014.
- 5.5 At 30th June 2014 free unrestricted reserves are anticipated to be £875,506, which is equivalent to 3.1 months' worth of 2013/14 expenditure and marginally below the target to hold £1.1m (3.9 months' worth of expenditure).

6.0 Conclusion

- 6.1 This proposal is most timely at a time when increasing numbers of people are experiencing financial hardship, accompanied by increased levels of insecurity and anxiety. At the same time, further and deeper public spending cuts will take place in 2015.

- 6.2 Against this backdrop, local authority commissioners will face tough decisions about services and how to meet health and social care needs. From the interest shown so far by local authorities, including several London boroughs, in finding creative solutions to poverty and different models of co-production, there is likely to be considerable appetite for this next phase of nef's practical research.
- 6.3 Opportunities to share models, for peer learning and networking and to have access to resources will bring great benefits to voluntary organisations in London. It will also provide an opportunity for the lessons from work you are already funding in response to the current economic climate to be shared and disseminated, thereby adding value to your grant-making.

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Committee(s):	Date(s):
City Bridge Trust	13/03/2014
Subject: Strategic Initiative – London Legal Support Trust	Public
Report of: Chief Grants Officer	For Decision
Summary	
<p>This report requests funding over three years to support the sustainability of community, specialist, legal advice service providers in Greater London.</p> <p>Recommendation</p> <p>Members are asked to:</p> <p style="padding-left: 40px;">Approve a grant to the London Legal Support Trust of £450,000 over three years (3 x £150,000) towards core salary and other costs to support the provision of Centres of Excellence in Greater London.</p>	

Main Report

Background

1. The London Legal Support Trust (LLST), a registered charity, was established in 2003 and works to assist voluntary sector law centres and legal advice agencies (including Citizens Advice Bureaux) in London and the Home Counties by providing them with grant funding alongside other forms of support.
2. Its ability to make grants is entirely dependent on its own fundraising which it achieves from donations and by holding large fundraising events, most notably the London Legal Walk, and then delivering the funds raised to the agencies where they are most needed, through grant rounds. LLST also offers knowledge and experience of the sector to help the agencies to become more sustainable and to partner them with law firms and chambers who want to help them ensure that the law is fair.
3. LLST is part of a network of seven Legal Support Trusts across England and in Wales working with the Access to Justice Foundation to support pro bono and advice agencies, ensuring funds can be distributed where most needed.
4. The organisation is widely supported by London's major law firms (all of London's top 50 firms provide assistance in one form or another) and legal professionals and, in a typical year, will raise in excess of £600,000 from events and activities. It is extremely lean – currently employing just two paid staff (a p/t Chief Executive and his Deputy) and an apprentice and based at

the National Pro Bono Centre in Chancery Lane. The organisation of fundraising events, etc, is assisted by an impressive cohort of volunteers.

Current Position

5. LLST's underlying principle is that access to justice should be equally available to everyone regardless of their financial situation and, in this, it recognises that advice agencies and Citizens Advice Bureaux work very hard to try to ensure that vulnerable people do have a way of accessing justice through a mixture of Legal Aid (publically-funded work), funding from local authorities, charitable donations, and by using pro bono volunteers.
6. Using the funds it raises each year, LLST makes grants to community legal advice services as most of them are run on such tight budgets that their administration or core costs are largely unfunded. This places immense strain on these organisations which, in current times, are struggling to stay open as public funding decreases.
7. As well as supporting the principle of equal access to justice LLST recognises the cost-benefit of early intervention, where research (Citizens Advice, July 2010) has shown that the right advice early on can save, for example, £7 for every £1 of legal aid spent on employment law; or £8 per £1 spent on legal aid for welfare benefits. Up to two-thirds of the population are unaware of how to get the legal services they need, and nearly 70% have no knowledge of basic legal processes. Less than 50% of young people facing serious problems, for example in housing and education, get the advice they need.
8. Changes to Legal Aid mean some types of case no longer will be eligible for public funds. This includes welfare benefits, employment, clinical negligence and housing law, except in very limited circumstances. Since April 2013 nearly all family law advice has been removed from the legal aid scheme. This means people can no longer get funding for divorce or child contact or residence disputes.
9. You have identified poverty as a significant issue for London and Londoners and, in your Investing in Londoners programmes, have made it a priority to fund the provision of money, debt and housing advice by accredited organisations so that more people can access debt and legal services.
10. In the last full financial year to 31st March 2013 LLST made grants totalling £664,432 to 100+ different organisations, more than 90% of which were based in Greater London. A key strand of its giving was under its "*Keeping the doors open*" theme where an element of work or a whole agency was threatened with closure. What was exceptional here, it states, was the number of those organisations which funders and providers would recognise as cornerstones of the sector and identify as innovative, well run and collaborative.
11. Applicant organisations must satisfy certain eligibility criteria which mirror your own criteria for support. LLST will not fund non-charitable activity nor will it support applications for general advice. In addition organisations must:

- Provide or facilitate the provision of free, specialist, legal advice
- Provide advice to people or organisations who cannot afford to pay for it
- Provide help to people who live in London or the Home Counties

Centres of Excellence

12. LLST has expert knowledge on the quality of community legal advice agencies in London and on the sustainability of their services – knowledge which a broader funder such as City Bridge Trust would struggle to attain and maintain within its current resources.
13. In making grants to organisations LLST scrutinises what type of support they need (eg financial, advisory, or both) and devises a bespoke programme accordingly. It may determine, for example, that an organisation needs some guidance on reducing expenditure, or that two organisations could work together more effectively or share office space.
14. This level of analysis and bespoke support to the numbers of organisations seen by LLST each year is beyond the day-to-day capacity of your officers. It is extremely valuable, however, as it can ensure the survival and sustainability of key services through very difficult circumstances.
15. In 2013 LLST began to develop a strategy aimed at ensuring access to and sustainability of, good quality advice. This strategy, which it now wishes to implement in 2014 and beyond, will aim to channel the majority of its grants to organisations which it will deem **Centres of Excellence**. In order to qualify as a Centre of Excellence an organisation will be required to demonstrate two central pillars:
 - a) Quality service provision of free legal advice and casework (including representation) in areas of law from which legal aid was removed in 2013; and
 - b) Business efficiency. Ensuring money is being spent most effectively, that all legal aid billing and other earned income is being maximised (without compromising quality); that administration is efficient and expenses are being kept as low as possible, with regular reviews to ensure this.
16. Community legal advice providers across London would be invited to apply to become a Centre of Excellence. They will then need to undergo a fairly stringent “MOT” undertaken by LLST and devised in partnership with infrastructure organisations, funders and management consultants familiar with this area of work and who have offered to help.
17. LLST estimates that to turn an applicant organisation into a robust Centre of Excellence with improved core strength and stability costs, on average, £20,000 - £25,000. Some of this comprises the cost of providing bespoke professional support needed and some is in the form of grant-aid to the organisation to free up their capacity to fully engage in the process and/or

offset staff temporarily being taken away from front-line duties. The development process allows the organisation to plan and concentrate their efforts on improving both their services and their financial security for the future, which is often hindered greatly by the current cycle of constant uncertainty and crisis management. This process would also provide an excellent opportunity for sharing of best practice and for developing strategic focus across the sector in London.

Proposal

18. LLST usually raises between £700,000 – £750,000 per year of which c.£120,000 is needed for its own operational costs. Of the balance remaining a proportion (typically in the region of £250,000) is pledged to particular agencies by the donor and is, therefore, restricted and cannot be used for other purposes. The remainder (typically £350,000 – £400,000) is then available to be used for general grant-making, including the implementation of the Centres of Excellence programme.
19. LLST's aim – and one which would be reflect the City Bridge Trust's priorities in reducing poverty amongst Londoners – would be to support access to a Centre of Excellence for everyone in London, with the ultimate goal of every borough eventually having its own. Capacity – financial and personnel – within LLST is extremely limited, however, and without further investment these goals would take many years to achieve, and may be too late for many organisations. Your funding, as proposed in 4.3 below, would enable LLST to scale up this process significantly and provide essential support to organisations in a sector which is currently experiencing unprecedented demand amid reducing resources.
20. It is proposed that you award a grant of £450,000 over three years (£150,000 per annum) to LLST towards its core salary costs to enable additional staff to be recruited to free up existing personnel to develop Centres of Excellence across Greater London and to financially assist those community advice organisations in the capital to become Centres of Excellence.

Financial Observations

21. The audited accounts for the year ended 31st March 2013 show income of £758,648 and expenditure of £807,619 resulting in a deficit of £48,971 (6.5%), comprising a deficit of £106,849 on restricted funds and a surplus of £57,878 on unrestricted funds.
22. The organisation's reserves policy is to hold a minimum of 2 months' worth of operating costs in free reserves amounting to £18,000. At 31st March 2013 free unrestricted reserves stood at £18,493.
23. The forecast for the current to 31st March 2014 shows income of £770,000, all of which has been confirmed. After expenditure of £717,400, a surplus of

£52,600 (6.8% of turnover) is predicted, comprising £47,800 on restricted funds and £4,800 on unrestricted funds.

24. The budget for 2014/15 anticipates income of £753,000, which the charity hopes to secure after its annual Legal Walk event in May. Expenditure comprises £108,000 for operational costs, £224,000 on restricted activities and the charity advises that the remainder will be made available for grant-making, giving a break even position.

Conclusion

25. LLST is a specialist and unique supporter of voluntary, specialist, legal advice services and is exceptional in its ability to harness the financial and professional resources of the legal services industry to support hard-pressed and financially vulnerable community legal services. It has expert knowledge of the issues facing such services and of how they might be resolved. One such measure - supporting organisations to become Centres of Excellence – will help improve the range and the quality of free specialist advice for London's most needy individuals and communities. In order to meet its ultimate goal of supporting 33 Centres in London, however, it will need to augment its current resources.
26. You have made funding for the provision of money, debt and housing advice by accredited organisations a priority in your Investing in Londoners programme, with the aim of reducing poverty. Your investment in the London Legal Support Trust's work will help strengthen and improve this sector and help it better meet the increasing needs of Londoners. A grant of £450,000 over three years (£150,000 pa) for LLST's work to develop and support Centres of Excellence in Greater London is recommended.

Ciaran Rafferty

Principal Grants Officer

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Agenda Item 8a

Committee(s): City Bridge Trust	Date(s): 13/03/2014
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 4 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 4 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

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CBT iL Recommended for Rejection (inc reasons) Landscape

The City Bridge Trust Committee - 13 March 2014

Summary of Recommendations for Rejection - Investing in Londoners

Ref & Organisation	Purpose	Reason for Recommendation for Rejection	Amount Requested	Grants Officer & Area
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English for Speakers of Other Languages

12127 Shaarei Parnosoh Toiva	We want to provide English literacy training (ESOL equivalent) from Entry 1 thorough to Level to Charedi men whose first language is not English.	Of the £24,000 per annum requested less than one quarter is needed for tutor costs with the rest being for rent and other core expenditure for an organisation where the main focus of its work is outside your priorities.	£72,121	CR Hackney
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Total English for Speakers of Other Languages (1 item)

£72,121

Older Londoners

12105 Islington Somali Community	Work with the most isolated older Somali people in north London providing an outreach service and links to health, volunteering and support for carers.	From the information provided this proposal is insufficiently targeted at the priorities of your Older Londoner's programme.	£95,250	CR Islington
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Total Older Londoners (1 item)

£95,250

Resettlement and Rehabilitation of Offenders

12117 Greenwich Association of Disabled People	To pilot a through the gate support programme for disabled people leaving Isis, Thamesmead or Belmarsh Prisons to reduce risk of re-offending.	The applicant has not set out a convincing case for funding. It has no track record in working with ex-offenders and there is a lack of evidence of local need and likely impact.	£124,408	JXM Greenwich
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Total Resettlement and Rehabilitation of Offenders (1 item)

£124,408

Ref & Organisation	Purpose	Reason for Recommendation for Rejection	Amount Requested	Grants Officer & Area
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Strengthening London's Voluntary Sector

12022 Voluntary Action Harrow	We are seeking funding to deliver a Best Practice Pilot Volunteer Management Service in Harrow over 2 years.	Despite a follow-up request, the applicant has been unable to provide the level of financial information required to meet your requirements.	£36,141	JXM Harrow
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Total Strengthening London's Voluntary Sector (1 item)

£36,141

Grand Totals (4 items)

£327,920

Agenda Item 8b

Committee: The City Bridge Trust	Date: 13 th March 2014
Subject: Withdrawn & Lapsed Applications	Public
Report of: Chief Grants Officer	For Information
<u>Summary</u> 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. Recommendation That you receive this report and note its contents	

Withdrawn Applications:

Organisation

Providence Row Charity

Purpose of Request

“This project will improve the wellbeing of 150 homeless and transient people each year, supporting them to a fulfilled life away from homelessness and crisis.”

The organisation has been advised that this proposal is too similar to work funded by your previous grant - and is therefore ineligible - hence it has withdrawn this bid with a view to submitting a revised one in due course.

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: 26/02/14

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Agenda Item 8c

Committee:	Date:
The City Bridge Trust	13 th March 2014
Subject:	Public
Grants/expenditure considered under Delegated Authority	
Report of:	For Information
Chief Grants Officer	
<p><u>Summary</u></p> <p>This Report draws your attention to 6 expenditure items which, since your last meeting, have been approved under delegated authority.</p> <p>Three of these items are as grants (including one for Arts Apprentices). The three remaining are for the costs of Eco-audits. In these cases no monies are paid to recipient organisations, rather 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 items approved under delegated authority this financial year (inclusive of those below) are shown in Table 1.</p> <p style="text-align: center;">Recommendation</p> <p style="text-align: center;">That you receive this report and note its contents</p>	

Grants

Organisation

Amount and Purpose of Grant

Protege DNA Ltd

£4,000 to match CEP funding towards the wage costs of 2 Apprentices for 1 year. The national minimum wage must be paid.

Dagenham Bangladeshi Women & Children's Association

£12,000 for two years (£5,000 in yr1 and £7,000 in yr2) towards the p/t salary (4h/w) of the Project Coordinator, the ESOL tutor and project running costs.

Carers Support (Bexley)

£11,500 for a third and final year towards

the salary of an advice worker (10hrs/week) and related costs for an advice and advocacy service for people with disabilities and their carers considering a more independent life through a personal budget.

Eco-audits Approved

Community Links Bromley 10 days (value £4,000) to undertake an eco-audit with Community Links Bromley and within Community House.

London Voluntary Service Council Provision of one additional day to complete the review process and to prepare the final report.

Voluntary Action Islington Provision of one additional day for the delivery of an information workshop from VCS front line workers, with a focus on helping vulnerable clients reduce their day to day living costs and their carbon footprint.

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
March 2014	8,750	4	23,500	2
Total for year to date	47,233	18	494,710	27

Recommendation

That you receive this report and note its contents.

Contact:

Ciaran Rafferty, Principal Grants Officer

Tel: 020 7332 3186

Date report written: 28/02/14

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Committee:	Date:
The City Bridge Trust	13 th March 2014
Subject:	Public
Reports on Monitoring Visits	
Report of:	For Information
Chief Grants Officer	

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 Action for Stammering Children and Thames21.

You support Action for Stammering Children under your Positive Transitions to Independent Living programme, funding therapy support services. Thames21, which you support under your London's Environment programme, has used your grant to lead a programme mobilising volunteers to clean London's waterways. Alderman Alison Gowman and Mr Seaton took part in the visit to Thames21 whilst Mrs Littlechild participated in the visit to Action for Stammering Children.

Recommendation

That Members receive this report and note its contents.

Contact:

Tim Wilson

Tel: 020 7332 3716

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Date report written: 28/02/2014

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City Bridge Trust – Monitoring Visit Report

Organisation: Action for Stammering Children	Grant ref: 10856 (CR)	Programme area: Positive Transitions to Independent Living\ b Young disabled people in transition into adulthood
Amount, date and purpose of grant: 17/11/2011: £90,000 over three years (3 x £30,000) towards the costs of providing specialist consultation to young Londoners.		
Visiting Grants Officer: Ciaran Rafferty, accompanied by Mrs Littlechild	Date of meeting: 23 rd January 2014	
Met with: Patrick Tonks (Chief Exec) and Elaine Kelman (Clinical Manager)		
1. Introduction to the organisation: Action for Stammering Children (ASC) is a charity which supports expert therapy to transform the lives of children and young people who stammer. The organisation is often referred to, incorrectly, as the Michael Palin Centre, which is located in Islington and has developed a world-wide reputation for its work in this field. ASC, in fact, was founded in 1989 and is the charity <i>behind</i> the Michael Palin Centre (founded in 1993) and the more recently established Stammering Support Centre in Leeds. Although these two centres employ many therapists the charity itself (ASC) is exceptionally lean – with a f/t Chief Executive and one p/t Administrator.		
2. The project funded: Prior to delivering the therapies to children and young people the organisation aims to provide a programme of consultation and assessment of/for both the child and their parents/family. This is essential to ensuring that the therapy itself is correctly tailored to individual needs and circumstances. Each one of these pre-therapy programmes costs, on average, £836 per child so the £30,000 annual grant covers in the region of 37 such consultations per year. The grant commenced in December 2011.		
3. Work delivered to date: Stammering is not something that can be fixed permanently but it can be managed. It can be triggered by an event or other factors (e.g. the change from primary to secondary school) so the key is to address the relevant factors in order to alleviate the chance of it happening and/or the ability of the child to manage it so that it doesn't get in the way of their development and health. The earlier a child can be helped the greater the chance that the problems will not become entrenched. Because the cause and resolution of stammering is so personal it follows that the more bespoke the therapy, the more successful it is likely to be. Pre-therapy assessment, funded by the Trust, allows for two therapists to provide, on average, 2 hours of work with the child and their families. (The NHS will fund only up to ½ hour of this end of the treatment hence the need for independent funding.) In the first two years of the grant (from Dec 2011 – Nov 2013) Trust funding provided for approximately 70 pre-therapy consultations.		

4. Difference made:

The pre-therapy consultations clearly have a direct effect on the quality and impact of the therapeutic treatment of the child but they also have a significant impact on the child's family as they are included in the process to a greater or lesser extent. Their inclusion helps them better understand the specific issues that may be affecting the child's speech – and thereby help to alleviate some possible factors and/or making the treatment become more focused and more likely to succeed. Seeing a child fail to manage their stammer and all the consequent implications (e.g. becoming more withdrawn, being bullied, etc.) can be heart-breaking for a parent and the fact of involving them in the early stages of diagnosis and treatment is essential to their wellbeing as well. It is not unusual, for example, for a parent to have had stammer themselves and if they have "grown out of it" as can happen then they feel that their child will be okay and will, too, grow out of it. The consultations with the therapists are essential to ensuring that, in these instances, the child continues to get the treatment s/he needs.

In monitoring information provided by the organisation, over 80% of parents attending the consultation believe that it has helped them better understand their child's needs and that it has provided a positive way forward for them and their child. A similar percentage of the *therapists* said that the consultations helped them better understand the child's difficulties and were better able to devise a more suitable programme of treatment.

5. Grants Administration:

The grant has been administered and monitored effectively and with no compliance issues arising at any time. The organisation has been happy with their dealings with the Trust.

6. Concluding comments:

Stammering affects many children, with 6 males affected for every one female. By way of introduction to this meeting the organisation played a short but powerful video of some young children telling of the various difficulties arising from their stammering. The impact is different from person to person and so it stands to reason that treatment should follow suit. The Trust's support of pre-therapy consultation makes the eventual treatment more effective and more sustainable. It also has a distinct benefit to the parents/carers and siblings – making them more aware of the triggers and of the methods of managing the condition and ensuring that the young person has an effective support system based on what is right for them. Sadly, there are far too few services such as those provided by ASC – making what they do even more valuable. This is a well-run, experienced, efficient and effective organisation at the leading edge of work in this field.

City Bridge Trust – Monitoring Visit Report

Organisation: Thames21 Ltd	Grant ref: 10517 (CR)	Programme area: London's Environment\b) Biodiversity
Amount, date and purpose of grant: 28/04/2011: £150,000 over three years (£43,000; £50,000; £57,000) for the salary of a Project Officer and the related costs of a scheme developing and supporting local volunteering to improve the Thames and London's waterways.		
Visiting Grants Officer: Ciaran Rafferty – accompanied by Alderman Gowman and Ian Seaton	Date of meeting: 6 th January 2014	
Met with: Debbie Leach (CEO); Julia Makin (Project Officer until Jan 2014); Chris Coode (Senior Programmes Manager); Andrew Lobel (Project Officer from Jan 2014)		
1. Introduction to the organisation: Thames21 is the charitable company set up to conserve London’s rivers and canals and to improve the public’s knowledge and appreciation of the heritage, ecology and amenity they provide. The current charitable company was formed in 2004 though the organisation operated before this as a distinct project of the larger, national, charity ENCAMS. The organisation’s turnover in the past few years has been in the region of £1.5m. Its approach is to encourage, train and support local people as volunteers to look after the waterways of London so that the activity becomes more sustainable and less reliant on paid staff to do this work.		
2. The project funded: The current grant (which commenced in September 2011) is for a Project Officer to develop and support local volunteering to improve the Thames and its waterways. The aim is to develop a range of skills within volunteers themselves (either individually or in groups) so that they can successfully deliver a clean-up project. The project/grant commenced in September 2011.		
3. Work delivered to date: The ethos underpinning this project is the recognition that Thames21 – or any single organisation for that matter – would not, alone, be able to conserve and keep clean London’s waterways. Although the organisation is very effective at mobilising teams of volunteers across London, this process still requires daily, staffed, management and support. A more effective and sustainable approach is to train and empower volunteers themselves to organise and manage such activities – hence this project which aims to have more groups operating independently and with confidence. People are often put off from taking action due to a lack of experience and confidence about working around water, particularly with regards to health and safety. The training programme – delivered to high, assessed, standards - responds directly to this need. Thames21 has an Investing in Quality licence, enabling trainees to gain a formal certificate (then badge). The basic course is called “Leading a Waterway Clean-up” an comprises two day-long sessions, after which people can take extra modules in, for example, water-quality testing, or reed-bed restoration. After the two-day basic course trainees can then sign up to be part of the organisation’s Event Support Team to gain more experience further develop their skills-base.		

4. Difference made:

So far, half of London's boroughs have been represented, with a correlation between people taking part and Thames21 having an existing or prior presence in their area. In the period Sept 2012 – Sept 2013 (year 2 of the grant) there were 212 people registered; 42 training sessions delivered (106 people attended one day; 73 attended both days). 18 trained groups are now operating independently and there were 57 events delivered by trained individuals or groups. 28 new recruits went on to join the Event Support Team. Groups vary in their composition and include individuals; "Friends of.."; partnerships; university students; corporate teams.

Thames21 is able to report that, on the whole, groups and events enjoy very positive relationships with land-owners, local authorities, etc. – relationships which need to be good in order to facilitate access to the water, for example, or for the removal of rubbish. The tidal Thames is less littered now than previously though there has been an increase in particular types of rubbish (e.g. plastic bottles) and often in hotspots (reflective of the particular currents and tides).

A consequence of the mobilisation of volunteers is that groups often will be established to tackle a particular issue (e.g. to clean up a waterway – "litter gets people angry!" in the words of the officer) but, after the project is completed, continue to meet, perhaps for social activities or to take on a new challenge. In this respect the project has been effective in general community development, helping reduce isolation for some people and increasing their networks and circle of friends.

A future development of the scheme (albeit requiring other resources) would be to offer individual groups access to storage and/or small equipment hire; as well as access to transport (small vans etc). There would also be some benefit in groups having access to small grants (£500/£1,000) to support their activities.

Other outcomes include an increase in biodiversity monitoring; greater knowledge of waterways amongst the public; and development of the Thames River Watch project.

5. Grants Administration:

Payments, paperwork, reporting etc. has all been fine and to time on both sides. It was suggested that the CBT funding/logo could be more prominently displayed on the organisation's website. The original postholder Julia (for whom payslips were seen) was due to move from this post into another one within the organisation although her replacement (Andrew) was present at this meeting, this being his first day in the job. The organisations stated that it felt the Trust was easy to deal with and welcomed the good and constructive relationship established over several years. It also felt that the Trust has played a significant role in the development of Thames21 over the years, whilst this particular project had increased its standing as an environmental charity and increased its partnerships with Londoners and local agencies.

6. Concluding comments:

Thames21 is the only agency which works for and across the Thames and London's waterways. It is held in high regard by other, key, agencies (including local authorities, corporates, government departments) and by the public who cherish and enjoy London's rich tapestry of rivers and canals. It consistently delivers effective and relevant projects – of which this is one – and is good at learning from its work and applying such learning to maintain its effectiveness.

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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